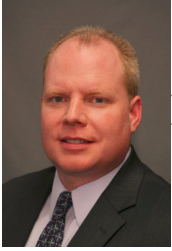# Chesterfield County Department of Utilities
Performance Plan FY2016

Our vision is to be recognized by our customers, employees, county administration, regulatory agencies and the utilities industry as a leader in providing excellent water and wastewater services.

Introduction

from Director George B. Hayes, P.E.

I am pleased to present the Chesterfield County Department of Utilities Fiscal Year 2016 Performance Plan. Over the past year, our employees turned the vision and mission of our Performance Plan into a reality. I am extremely fortunate to work alongside our experienced and well-trained employees, who are focused on providing excellent customer service to the citizens of Chesterfield County.

Our employees strive to deliver exceptional customer service and outstanding water quality while also focusing on environmental stewardship. Because of our employees' dedication, we continue to provide the highest quality water and wastewater services while providing the best value to our customers. The department's financial stability, exemplified by our triple-AAA bond rating, will allow us to effectively provide these highest service levels to our customers well into the future. Our triple-AAA bond rating was affirmed again this year by the top three rating agencies with the issuance of 2016 revenue bonds to refinance all outstanding debt. The department first achieved its triple AAA rating in 2002.

In April, the Chesterfield County Department of Utilities was recognized with a silver medal at the 2016 Governor's Environmental Excellence Award program for its wastewater treatment process optimization program. This program was initiated by employees who identified process improvements that have led to significant energy cost savings. This is a great example of our performance plan in action; tracking annual and historic measures to use that data to make process improvements by the people closest to the process. This summer, the department received three awards from the National Association of Counties. Once again, these awards were for programs that were created by employees closest to the process using historical data to make process improvements.

Please take a moment to review this performance plan so you can see what I see every day —hard-working employees who deliver award-winning results!

Fundamental Components that Guide this Performance Plan

Chesterfield County has recently redefined their priorities under a plan known as blueprint Chesterfield. The mission of Chesterfield County's strategic plan for FY2015-2019 is providing a FIRST CHOICE community through excellence in public service. The vision of the plan is to be an extraordinary and innovative community in which to live, learn, work and play. Chesterfield County values results, innovation, service and ethics. The Chesterfield County Department of Utilities also has a vision and mission as well as goals and objectives that provide clarity about the direction the department will take in the future while supporting the county's priorities.

The Chesterfield County Department of Utilities' Performance Plan guides the department. The vision, mission, goals and objectives provide the foundation, and the performance measures define division goals. Each section in the department has identified key work processes, which are improved over time by teams involved in the work activity. Performance measures for processes are established and tracked to determine how well the department is doing. The improvement process may involve developing specific strategies or initiatives to improve the process. Benchmarking, or comparing our measures with other similar groups, is another useful tool to show progress.

All of the components of the Performance Plan define the way the department performs. It enables the department to continue its tradition of excellence in customer service. Additionally, the Performance Plan shows the importance of each employee's job and how his or her contributions support the department's overall vision and mission.

Departmental Vision

To be recognized by our customers, employees, county administration, regulatory agencies and the utilities industry as a leader in providing excellent water and wastewater services.

Departmental Mission

To provide the highest quality water and wastewater services that meet or exceed the needs and expectations of our present and future customers

Departmental Goals:

1. To provide water and wastewater service that is safe, reliable and environmentally sound.
2. To ensure the financial integrity of the department and efficiently allocate resources.
3. To meet and exceed customer expectations.
4. To create and maintain an excellent work environment

Departmental Objectives:

Objectives for Goal 1

1.1 Provide water and wastewater services that meet all federal, state and county compliance standards
1.2 Operate utility facilities as effectively as possible

Objectives for Goal 2

2.1 Perform the billing cycle and financial processes effectively and efficiently in order to provide the department with all earned revenues
2.2 Perform utility operations as efficiently as possible

Objectives for Goal 3

3.1 Assure all customers' needs are served in an expeditious, courteous, effective and prompt manner
3.2 Take full advantage of every customer's request for service opportunity by providing excellent response
3.3 Provide quality utility information services

Objectives for Goal 4

4.1 Foster a high level of employee satisfaction, pride and well-being

4.2 Support continuous employee development

4.3 Ensure, to the extent possible, fair compensation for all employees

4.4 Continuously improve communications

Goal Definition

Provide water and wastewater service that is safe, reliable, and environmentally sound.
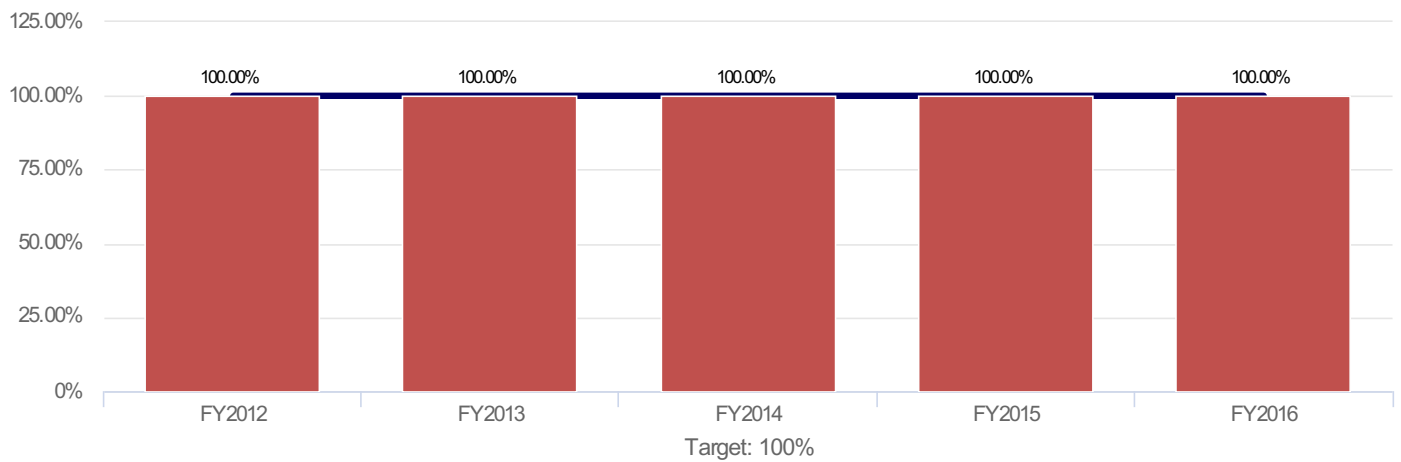
Objectives

1.1 Provide water and wastewater services that meet all federal, state, and county compliance standards

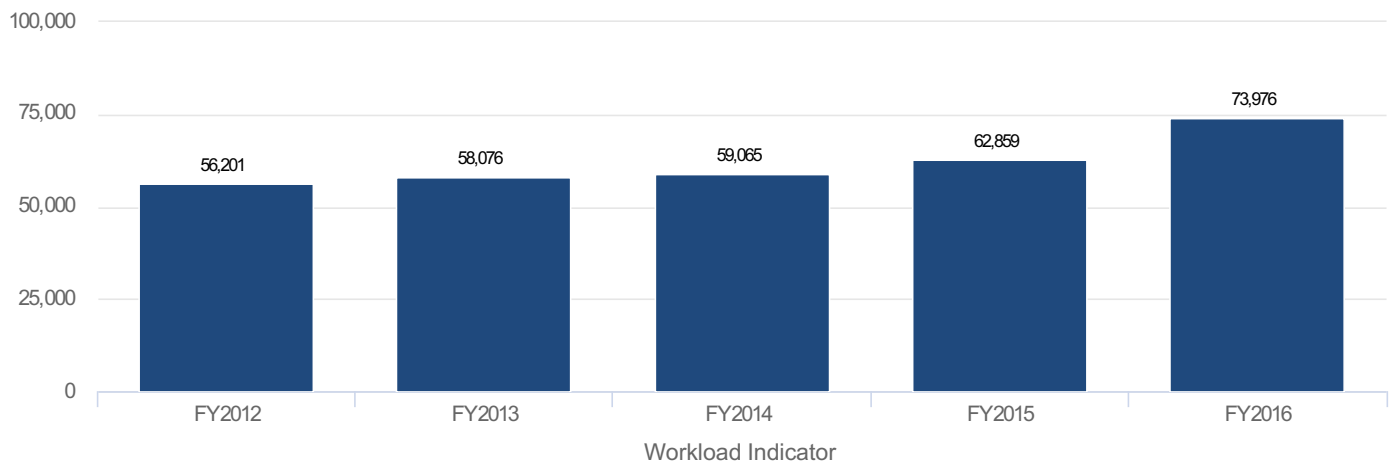1.2 Operate utility facilities as effectively as possible

Initiatives

1. Maintain water production performance standards by continuing to meet criteria in the "Partnership for Safe Drinking Water Program".

2. Continuously perform proactive and regulation driven water/wastewater quality analysis and maintain all laboratory testing certifications for both water and wastewater laboratories.

3. Perform annual flushing program and continually evaluate distribution system water quality.

4. Administer a financially sound Capital Improvement Program (replacement) and Rate Stabilization Fund to effectively replace aging infrastructure.

5. Expand the utilities system in a logical, well-engineered manner by adopting and implementing a Utilities Facilities Plan, by sound professional engineering review, and by a well planned Capital Improvement Program (expansion).

6. Maintain accurate documents and records through best-practices processes and through current and progressive automation capabilities.

7. Practice environmental stewardship by maintaining existing Environmental Management Systems (EMS) in the department and seek opportunities to expand EMS programs to other sections.

8. Maintain wastewater production performance standards by selecting, operating and maintaining state-of-the-art treatment and collection systems.

9. Administer an effective Industrial Waste Pretreatment Program to protect worker safety, avoid treatment and biosolids issues, and avoid damaging pass-through of pollutants into the environment.

10. Provide necessary resources including training, materials and supplies, equipment, and effective supervision so that all employees may succeed in their jobs.

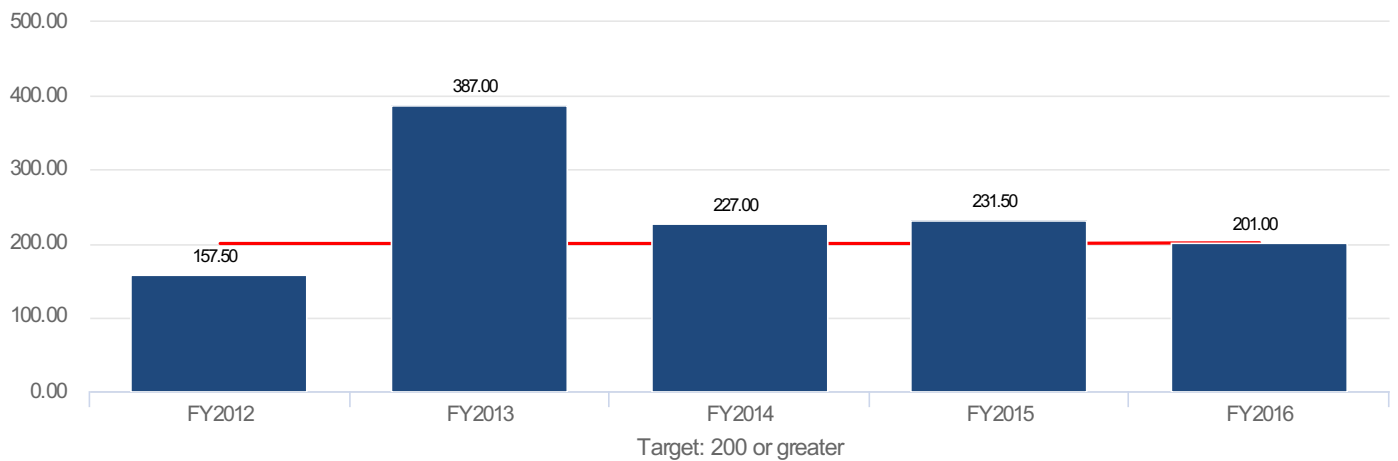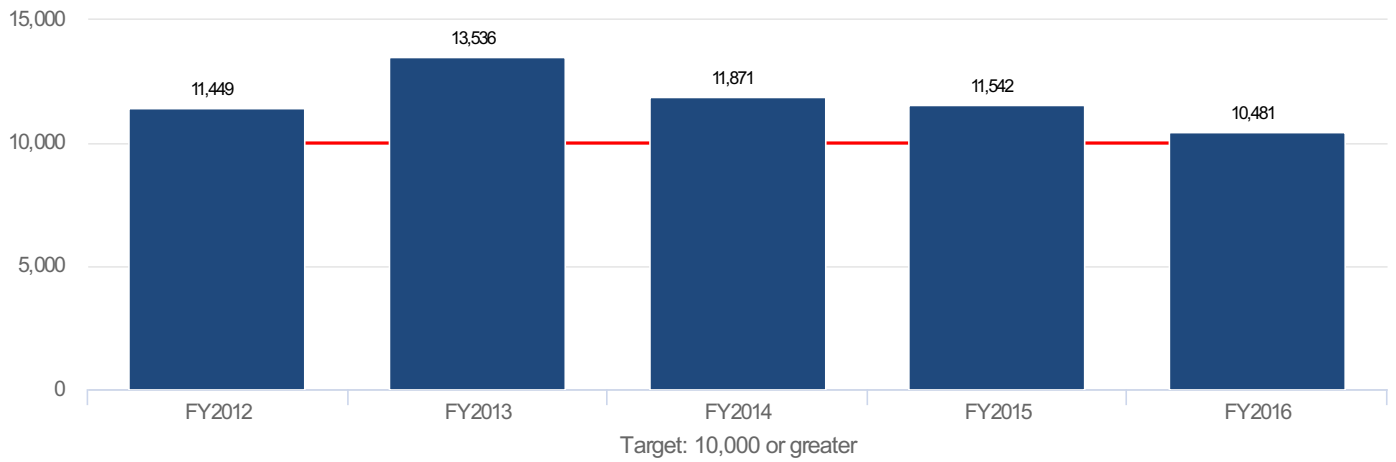| Outcome Measure: Primary measure for how well goal is met	Intermediate Measure: Leads to results shown for outcome measure	Support Measure: Workload indicators supporting Outcome and Intermediate measure
Percent Drinking Water Compliance-Annual Average	Number of Water Quality Tests Performed-Annual Total Number of Continuing Professional Education Training Hours-Annual Total Number of Valves Exercised-Annual Total	Number of Water Quality Inquiries-Annual Total Number of After-Hours Customer Inquiries-Annual Total Million Gallons of Water Distributed Per Day-Annual Average
Percent Compliance with Wastewater Permits - Falling Creek Wastewater Treatment Plant-Annual Average Percent Compliance with Wastewater Permits - Proctors Creek Wastewater Treatment Plant-Annual Average	Total Millions of Gallons per Day per Month of Infiltration and Inflow Reduced - Annual Monthly Average Maintain Exemplary Environmental Enterprise Status Percent Compliance with Industrial Waste Pretreatment Program Per Annual Audit-Annual Average	Millions of Gallons of Wastewater Treated Per Day - Annual Average Number of Pretreatment Permits Administered - Annual Total Number of Notice of Violations Issued by Chesterfield - Annual Total
Number of Notices of Violation Issued by Virginia Department of Environmental Quality - Annual Total	Number of Sewer Stoppages - Annual Total Number of Main Sewer Line Breaks and Damages - Annual Total Number of Wastewater Pump Station Failures Due to Poor Maintenance - Annual Total	Footage of Sewer Line Cleaned - Annual Total Footage of Sewer Easements Cleared - Annual Total
Total Damages to Utility System - Annual Total	Number of Internal Damages - Annual Total	Number of Utility Locates - Annual Total
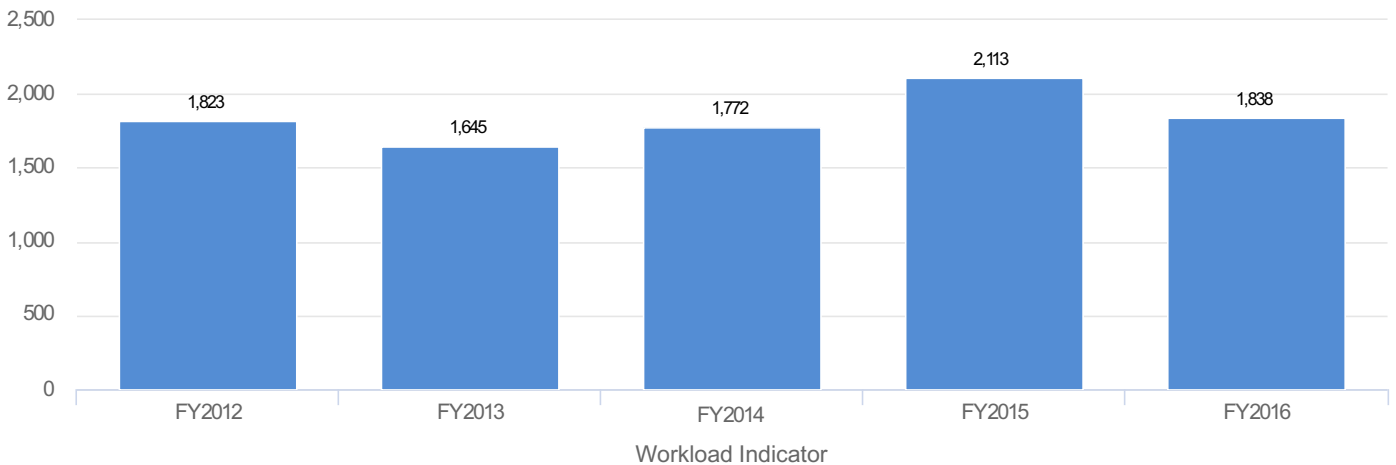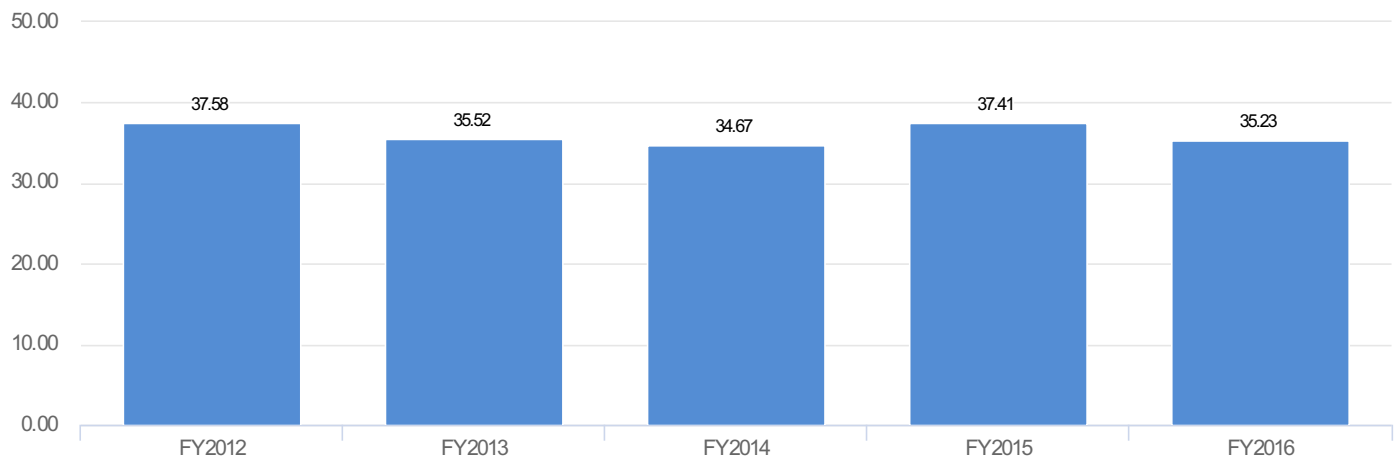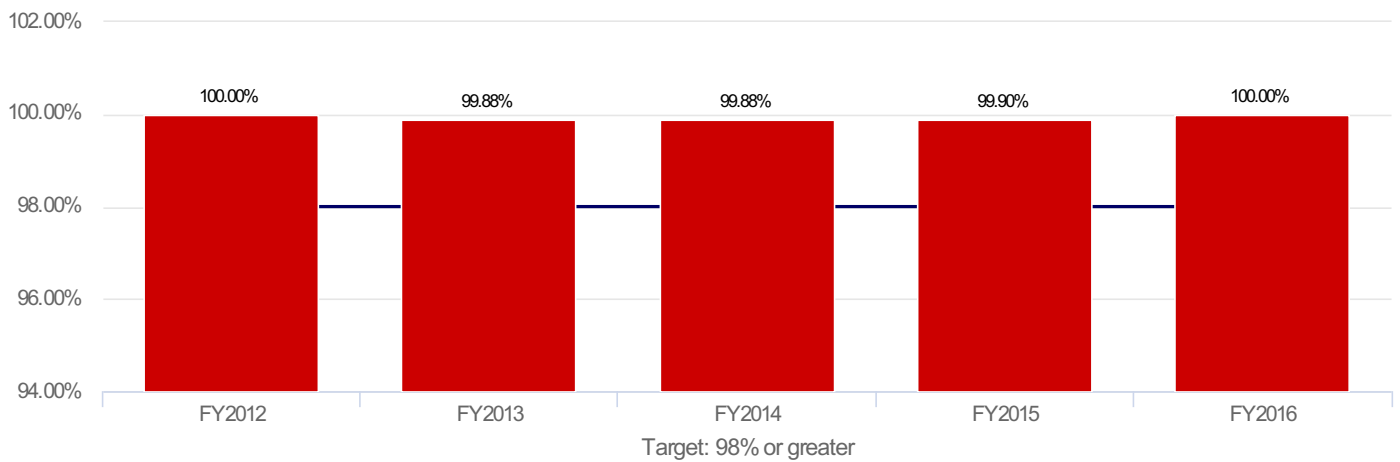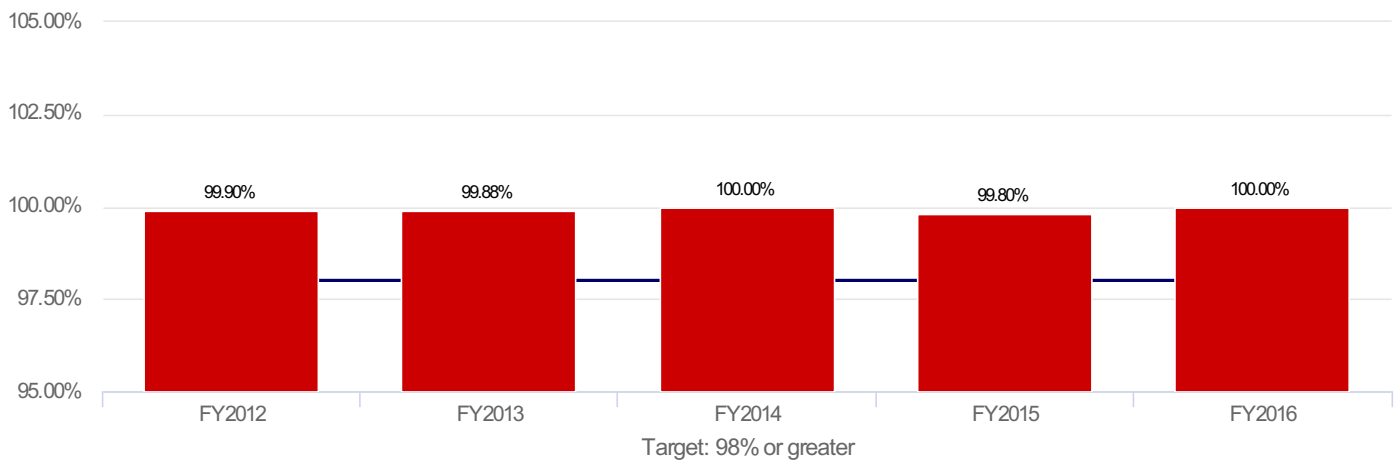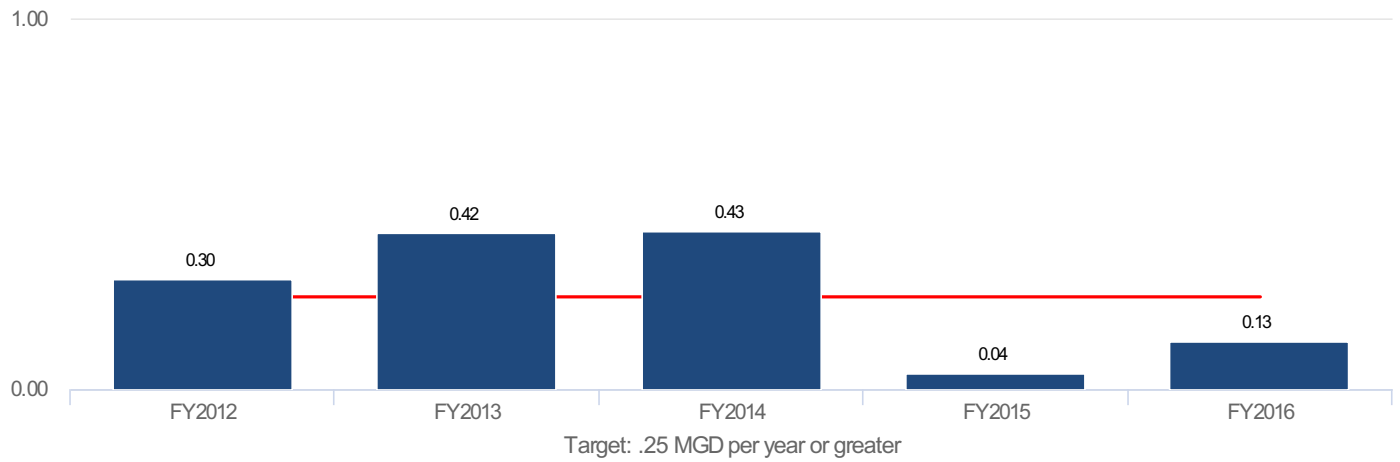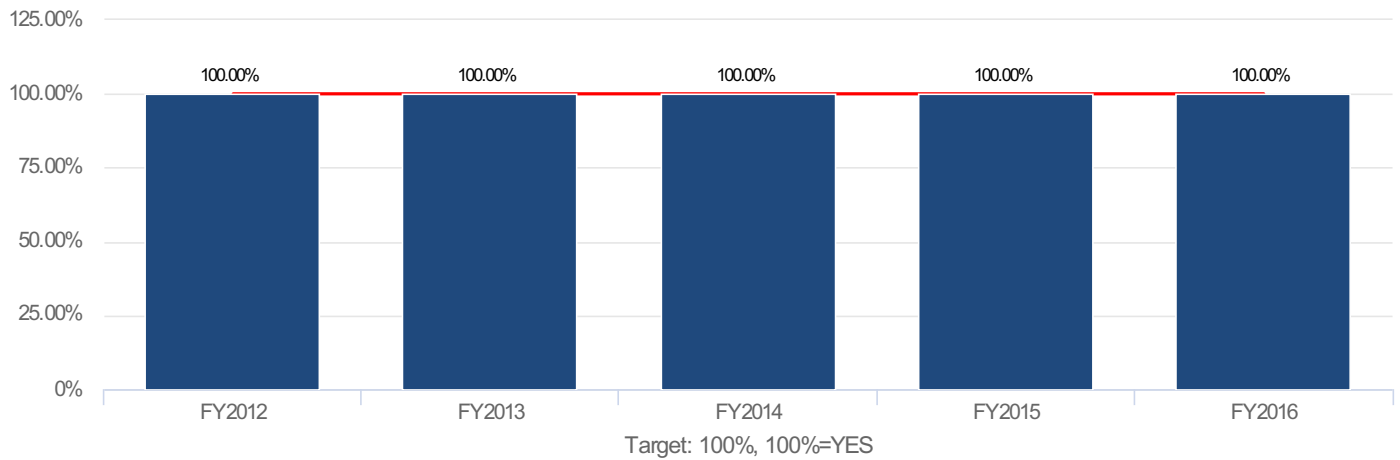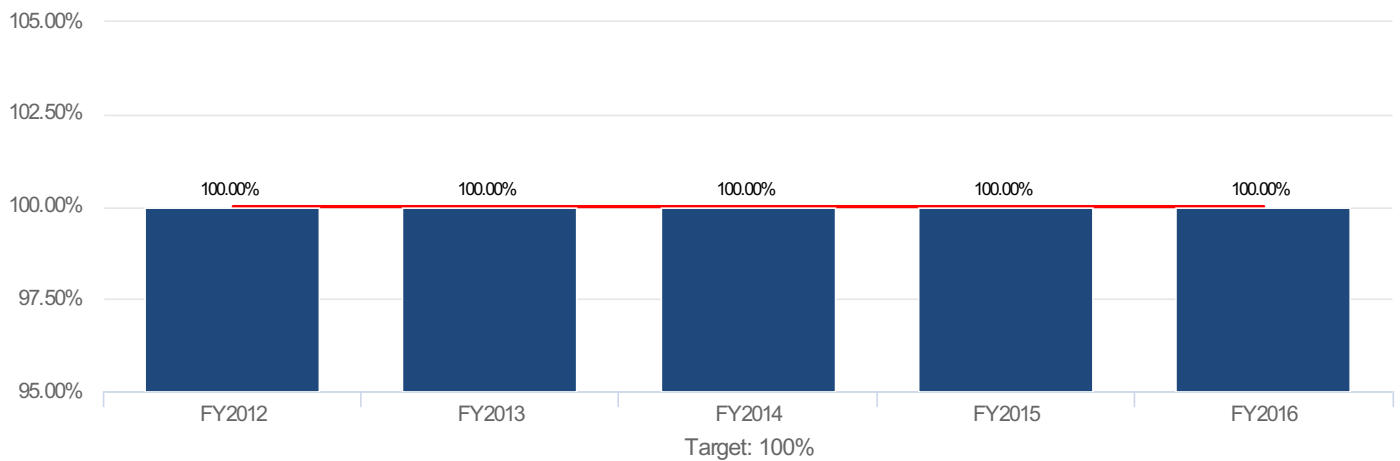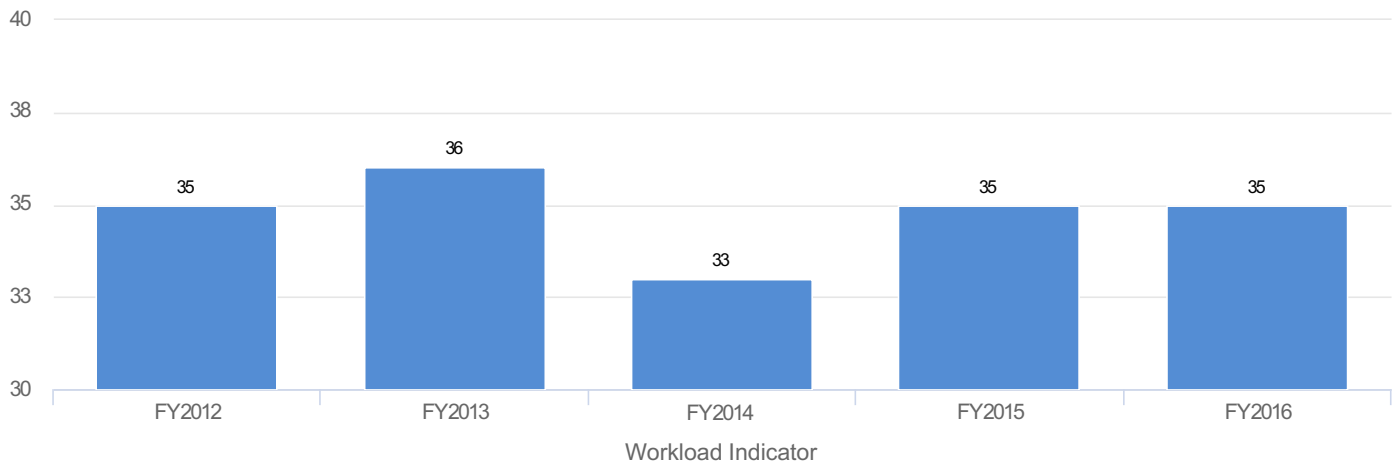
Percent Drinking Water Compliance - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	100.00%	100.00%	100.00%	100.00%	100.00%

Target: 100%

Number of Water Quality Tests Performed-Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
	56,201	58,076	59,065	62,859	73,976

Workload Indicator

Number of Continuing Professional Education Training Hours-Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
	157.50	387.00	227.00	231.50	201.00

Target: 200 or greater

Number of Valves Exercised-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
11,449	13,536	11,871	11,542	10,481

Target: 10,000 or greater

Number of Water Quality Inquiries-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
157	121	106	132	108

Workload Indicator

Number of After-Hours Customer Inquiries-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
1,823	1,645	1,772	2,113	1,838

Workload Indicator

Million Gallons of Water Distributed Per Day - Annual Average

FY2012	FY2013	FY2014	FY2015	FY2016
37.58	35.52	34.67	37.41	35.23

Percent Compliance with Wastewater Permits - Falling Creek Wastewater Treatment Plant-Annual Average

FY2012	FY2013	FY2014	FY2015	FY2016
100.00%	99.88%	99.88%	99.90%	100.00%

Target: 98% or greater

Percent Compliance with Wastewater Permits - Proctors Creek Wastewater Treatment Plant-Annual Average

FY2012	FY2013	FY2014	FY2015	FY2016
99.90%	99.88%	100.00%	99.80%	100.00%

Target: 98% or greater

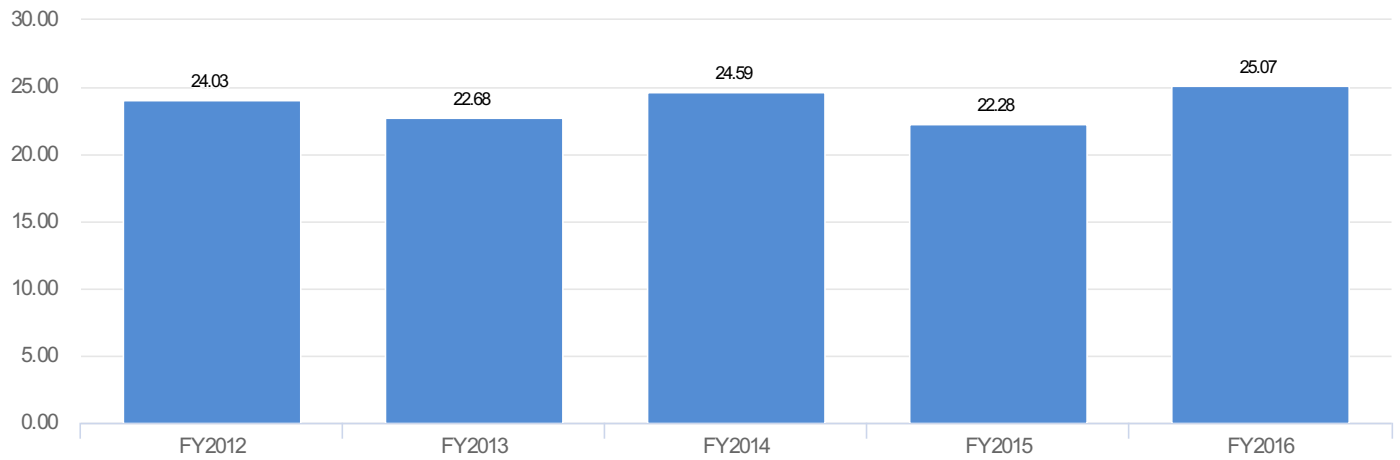## Total Millions of Gallons per Day per Month of Infiltration and Inflow Reduced - Annual Monthly Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	0.30	0.42	0.43	0.04	0.13

Target: .25 MGD per year or greater

Maintain Exemplary Environmental Enterprise Status

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	100.00%	100.00%	100.00%	100.00%	100.00%

Target: 100%, 100%=YES

Percent Compliance with Industrial Waste Pretreatment Program Per Annual Audit - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	100.00%	100.00%	100.00%	100.00%	100.00%

Target: 100%

Millions of Gallons of Wastewater Treated Per Day - Annual Average

FY2012	FY2013	FY2014	FY2015	FY2016
24.03	22.68	24.59	22.28	25.07

Number of Pretreatment Permits Administered - Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
35	36	33	35	35

Workload Indicator

Number of Notice of Violations Issued by Chesterfield - Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
53	29	12	24	26

Workload Indicator

Number of Notices of Violation Issued by Virginia Department of Environmental Quality - Annual Total

Year	Value
FY2012	0
FY2013	0
FY2014	1
FY2015	0
FY2016	0

Target: 0

Number of Main Sewer Line Breaks and Damages - Annual Total

Year	Sewer Line Breaks	Contractor Damages
FY2012	295	35
FY2013	256	40
FY2014	237	23
FY2015	146	52
FY2016	54	18

Workload Indicator

● Sewer Line Breaks   ● Contractor Damages

Number of Wastewater Pump Station Failures Due to Poor Maintenance - Annual Total

Year	Value
FY2012	1
FY2013	0
FY2014	0
FY2015	0
FY2016	0

Target=0

Number of Sewer Stoppages - Annual Total

Fiscal Year	Value
FY2012	31.00
FY2013	29.00
FY2014	44.00
FY2015	35.00
FY2016	32.00

Workload Indicator

Footage of Sewer Line Cleaned - Annual Total

Fiscal Year	Value
FY2012	429,260
FY2013	400,922
FY2014	491,667
FY2015	772,970
FY2016	763,480

Target: 300,000 Linear Feet or greater

Footage of Sewer Easements Cleared - Annual Total

Fiscal Year	Value
FY2012	119,759
FY2013	179,989
FY2014	131,619
FY2015	251,296
FY2016	79,874

Target: 100,000 Linear Feet or greater

Total Damages to Utility System - Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
11	15	17	10	13

Target: 50 or less

Number of Internal Damages - Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
2	6	10	5	8

Target: 20 or less

Number of Utility Locates - Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
68,368	62,680	62,670	58,035	62,655

Workload Indicator

Goal 2: Financial Integrity and Stability

Performance Plan

Goal Definition

To ensure the financial integrity of the department and efficiently allocate resources.

Objectives

2.1 Perform the billing cycle and financial processes effectively and efficiently in order to provide the
department with all earned revenues

2.2 Perform utility operations as efficiently as possible

Initiatives

1. Maintain financial stability through effective and efficient billing and financial processes.

2. Perform the billing cycle and financial processes effectively and efficiently in order to provide the department with all earned revenues.

3. Provide financial analysis and gain managerial support to maintain a strong financial structure to maintain a triple AAA rating.

4. Benchmark, track and maintain sufficient data to ensure utility financial and billing operations are performing as efficiently as possible.
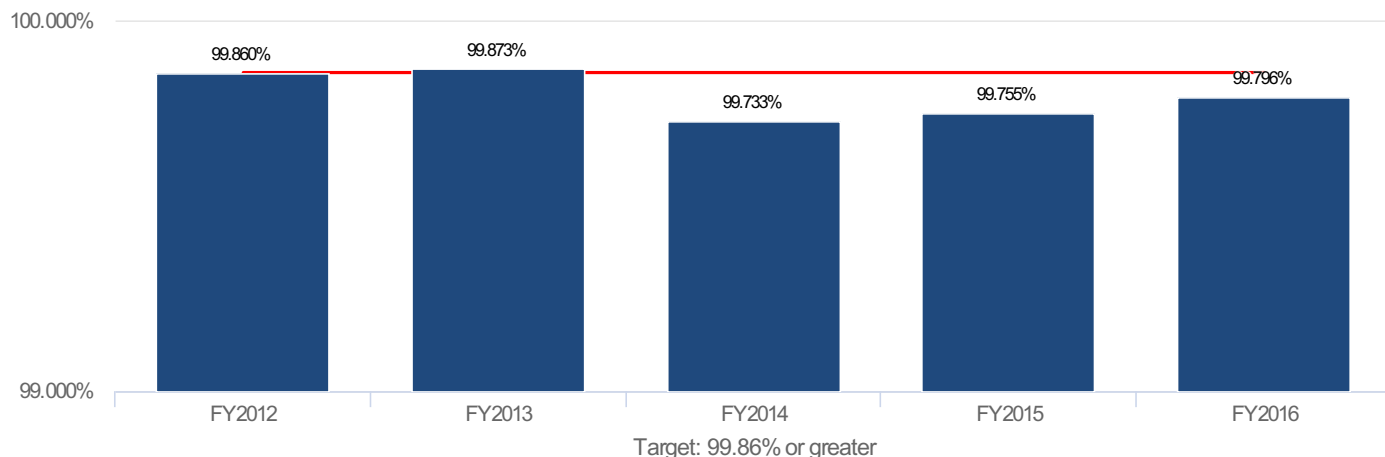
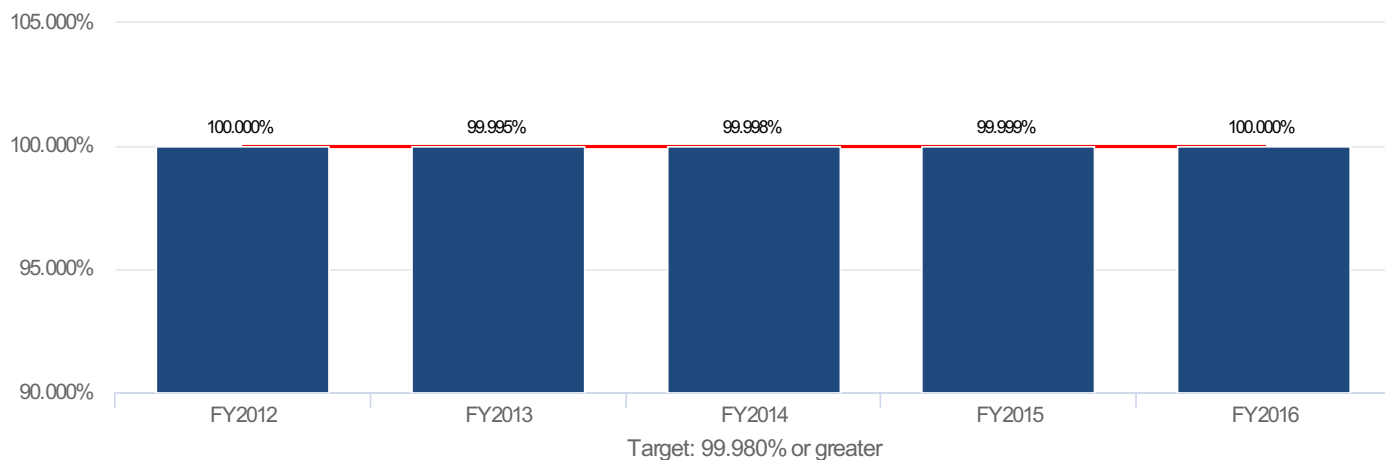| Outcome Measure: Primary measure for how well goal is met	Intermediate Measure: Leads ti results shown for outcome measure	Support Measure: Workload indicators supporting Outcome and Intermediate
Maintain Triple-AAA Rating Through Effective and Efficient Billing Processes	Percentage of Meters Read Accurately - Annual Average Percentage of Payments Processed Accurately - Annual Average Percent of Weekly Billing Jobs Set Up Correctly - Annual Average Percentage of Payments Posted Accurately - Annual Average Number of Meters Read Per Day-Staff - Annual Average Number of Meters Read Per Day-Employee - Annual Average Percentage of Courtesy Notifications Worked Within 5 Days - Annual Average Percentage of Disconnection Notifications Worked Within 5 Days - Annual Average	Number of Meters Read - Annual Total Number of Meters Tested - Annual Total Number of Meters Changed Out -Annual Total Number of Payments Processed -Annual Total Number of Courtesy and Disconnection Notifications - Annual Total Number of Weekly Billing Jobs - Annual Total
Maintain Triple-AAA Rating through Effective and Efficient Financial Processes	Combined Water and Wastewater Average Monthly Bill Average Annual Water Rate Increases Average Annual Wastewater Rate Increase	Billable Water Consumption For The Year (Billion Gallons) Billable Wastewater Generated For The Year (Billion Gallons) Water Equivalent Residential Units Added for the Year - Annual Total Wastewater Equivalent Residential Units Added for the Year - Annual Total
Maintain Triple-AAA Rating by Collecting All Earned Revenues	Percentage Budgeted Revenue Actually Received Percentage of Write-offs to Billing-Annual Average Percentage of Unaccounted for Water - Annual Average	Amount of Write-Offs - Annual Total
Perform Efficient Utilities Operations	Number of Utility Accounts/Employee Benchmark Average Customers Bi-Monthly Bills in the Region Cost of Water Distribution Dollars/Million Gallons Cost of Water Treatment Dollars/Million Gallons Cost of Wastewater Collection Dollars/Million Gallons Cost of Wastewater Treatment Dollars/Million Gallons Error Rate in Physical Inventory-Annual Average	Number of Companion Irrigation Meters Installed - Annual Total Number of Full Services Installed - Annual Total Number of Meters Installed - Annual Total

Maintain Triple-AAA Rating Through Effective and Efficient Billing Processes

The Chesterfield Utilities Department has maintained a triple-AAA bond rating from each of the top three rating agencies, Fitch Ratings, Moody's Investors Services and Standard & Poor's. This is the highest rating achievable and recognizes the department for its leadership, financial achievements, affordable rates and historically solid financial position. Our ability in maintaining such esteem ratings is by ensuring we have effective and efficient billing processes in place to bill customers timely and accurately.
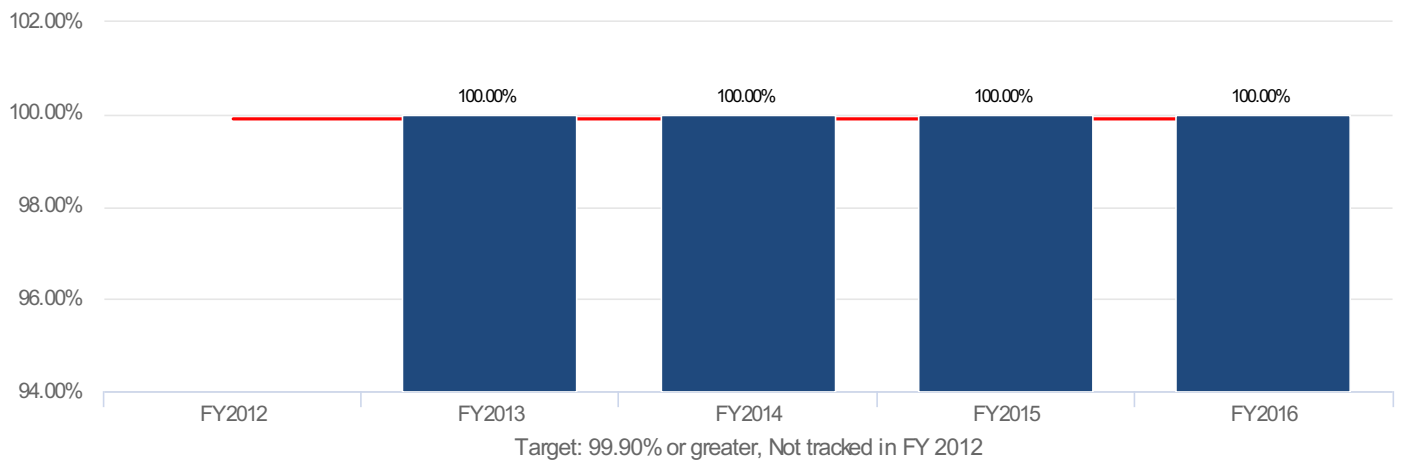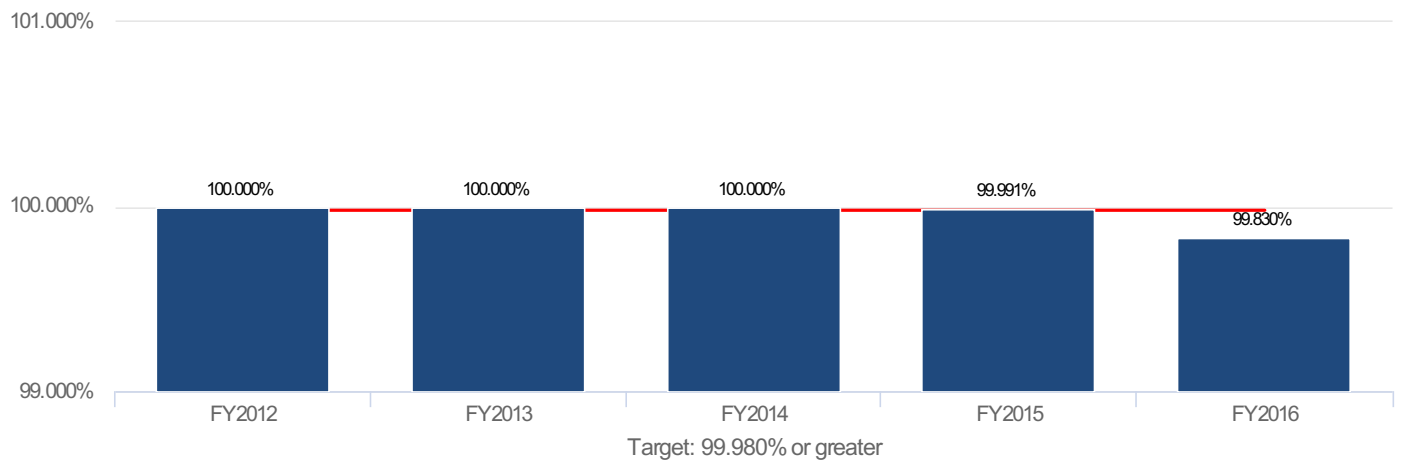
Percentage of Meters Read Accurately- Annual Average

Fiscal Year	Percentage
FY2012	99.860%
FY2013	99.873%
FY2014	99.733%
FY2015	99.755%
FY2016	99.796%

Target: 99.86% or greater

Percentage of Payments Processed Accurately - Annual Average

Fiscal Year	Percentage
FY2012	100.000%
FY2013	99.995%
FY2014	99.998%
FY2015	99.999%
FY2016	100.000%

Target: 99.980% or greater

Percent of Weekly Billing Jobs Set Up Correctly - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
		100.00%	100.00%	100.00%	100.00%

Target: 99.90% or greater, Not tracked in FY 2012

Percentage of Payments Posted Accurately - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	100.000%	100.000%	100.000%	99.991%	99.830%

Target: 99.980% or greater

Number of Meters Read Per Day-Staff- Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	2,550	2,464	2,390	2,635	2,635

Workload Indicator

Number of Meters Read Per Day-Employee - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	252	283	293	293	307

Workload Indicator

Percentage of Courtesy Notifications Worked Within 5 Days - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	74.58%	90.18%	98.40%	82.68%	97.08%

Target= 84.5% or greater

Percentage of Disconnection Notifications Worked Within 5 Days - Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	66.67%	96.40%	75.79%	67.77%	85.00%

Target= 80.33% or greater

Number of Meters Read - Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
	677,409	672,259	676,325	685,058	679,913

Workload Indicator

Number of Meters Tested - Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
	164	158	157	170	139

Target: 150 or greater

Number of Meters Changed Out - Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
	3,630	1,760	2,214	2,280	2,921

Target: 3,500 or greater

Number of Payments Processed - Annual Total

FY2012	87,020
FY2013	74,969
FY2014	76,745
FY2015	66,249
FY2016	61,976

Workload Indicator

Number of Courtesy and Disconnection Notifications - Annual Total

FY2012	8,956
FY2013	25,047
FY2014	31,265
FY2015	34,125
FY2016	42,542

Workload Indicator

Number of Weekly Billing Jobs - Annual Total

FY2012	
FY2013	55
FY2014	54
FY2015	49
FY2016	51

No Goal Established for FY12 due to Changeover of Billing System
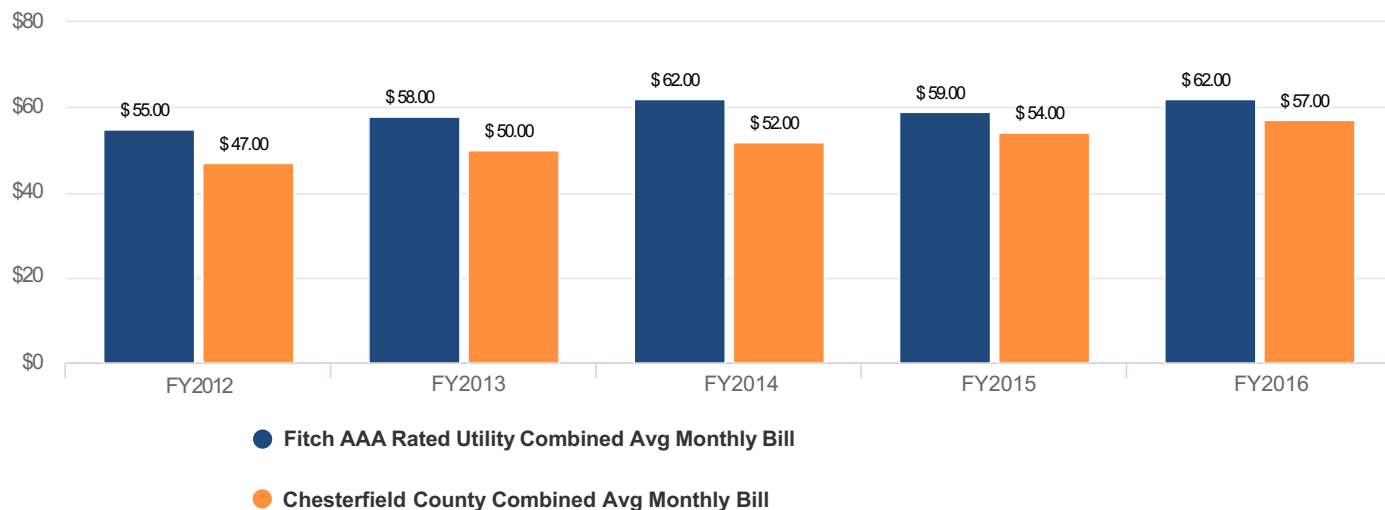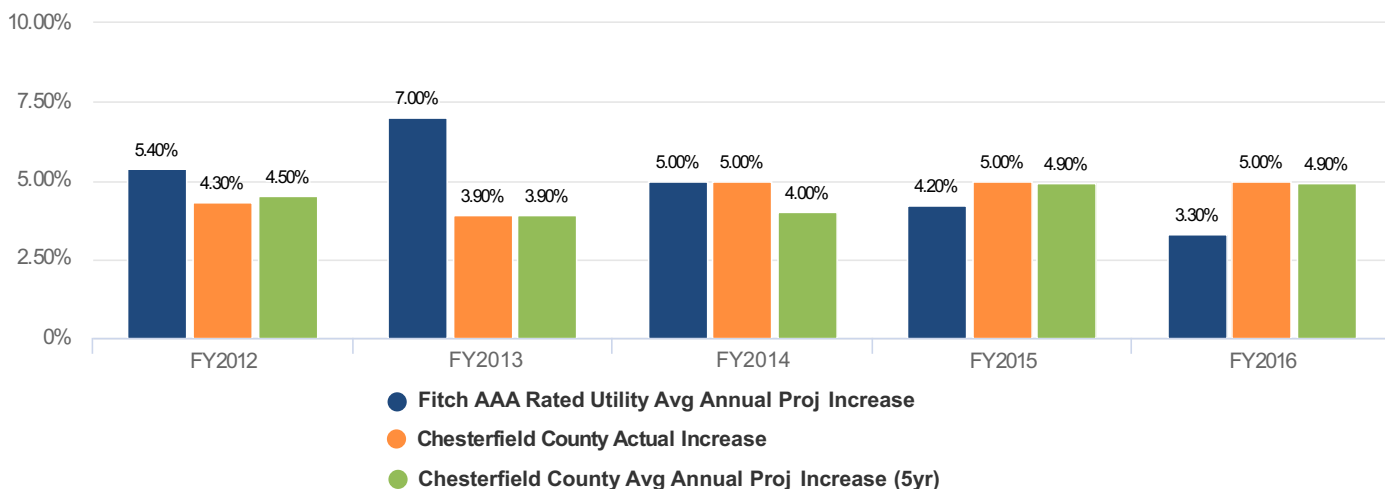
Maintain Triple-AAA Rating through Effective and Efficient Financial Processes

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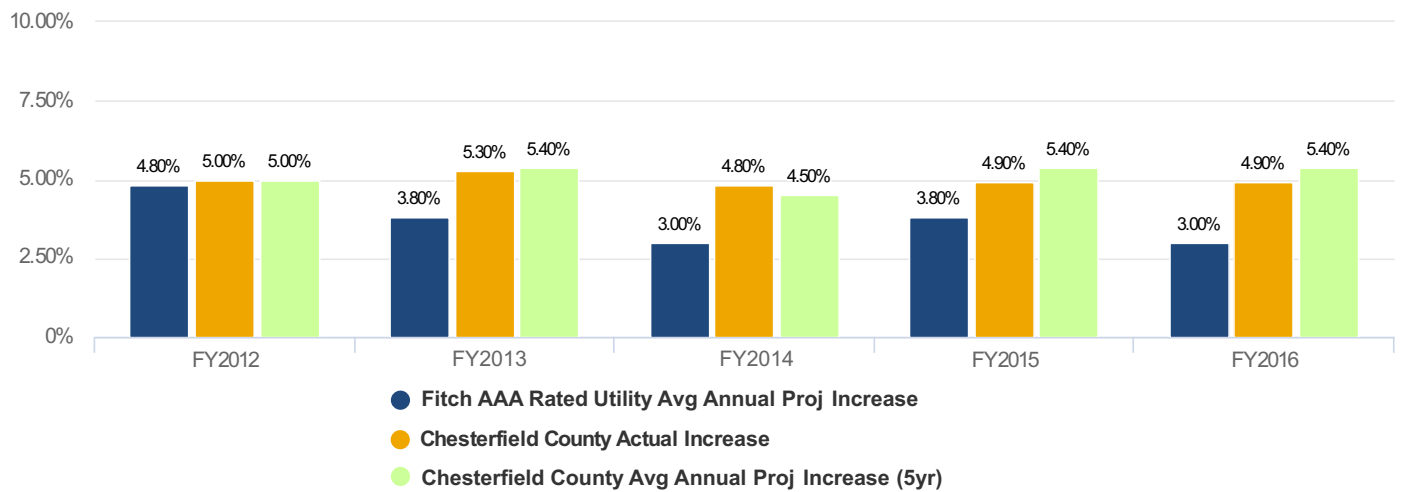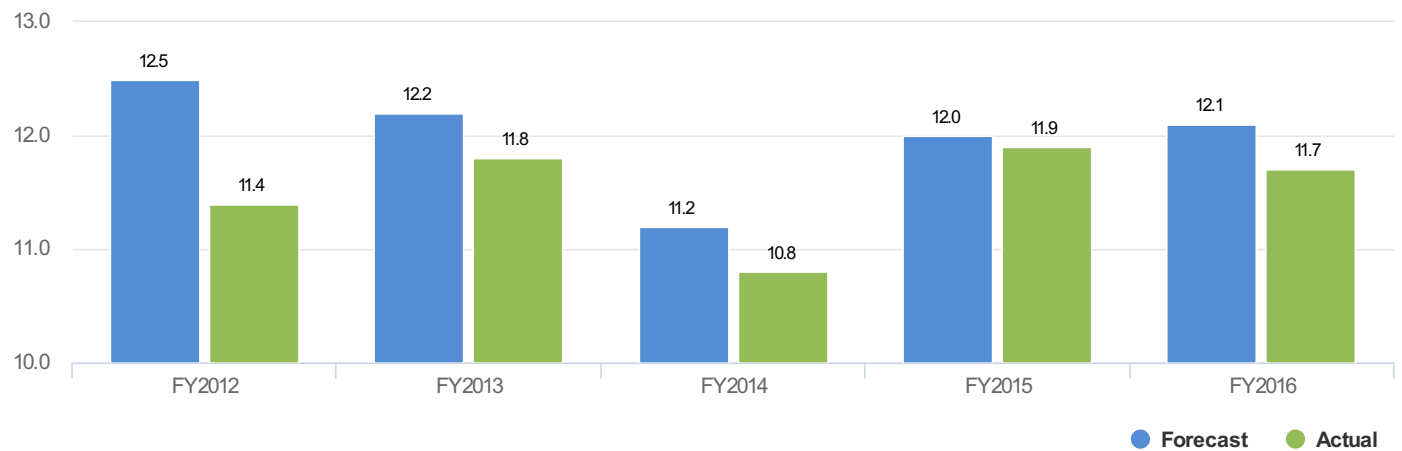
Combined Water and Wastewater Average Monthly Bill

Legend:
- **Fitch AAA Rated Utility Combined Avg Monthly Bill**
- **Chesterfield County Combined Avg Monthly Bill**

Data values:
- FY2012: $55.00 / $47.00
- FY2013: $58.00 / $50.00
- FY2014: $62.00 / $52.00
- FY2015: $59.00 / $54.00
- FY2016: $62.00 / $57.00

Average Annual Water Rate Increases

Legend:
- **Fitch AAA Rated Utility Avg Annual Proj Increase**
- **Chesterfield County Actual Increase**
- **Chesterfield County Avg Annual Proj Increase (5yr)**

Data values:
- FY2012: 5.40% / 4.30% / 4.50%
- FY2013: 7.00% / 3.90% / 3.90%
- FY2014: 5.00% / 5.00% / 4.00%
- FY2015: 4.20% / 5.00% / 4.90%
- FY2016: 3.30% / 5.00% / 4.90%

Average Annual Wastewater Rate Increase

Legend:
- Fitch AAA Rated Utility Avg Annual Proj Increase
- Chesterfield County Actual Increase
- Chesterfield County Avg Annual Proj Increase (5yr)

	FY2012	FY2013	FY2014	FY2015	FY2016
Fitch AAA Rated Utility Avg Annual Proj Increase	4.80%	3.80%	3.00%	3.80%	3.00%
Chesterfield County Actual Increase	5.00%	5.30%	4.80%	4.90%	4.90%
Chesterfield County Avg Annual Proj Increase (5yr)	5.00%	5.40%	4.50%	5.40%	5.40%

Billable Water Consumption For The Year (Billion Gallons)

	FY2012	FY2013	FY2014	FY2015	FY2016
Forecast	12.5	12.2	11.2	12.0	12.1
Actual	11.4	11.8	10.8	11.9	11.7

Billable Wastewater Generated For The Year (Billion Gallons)

	FY2012	FY2013	FY2014	FY2015	FY2016
Forecast	8.8	8.4	8.1	8.3	8.4
Actual	7.9	8.2	7.9	8.3	8.3

Water Equivalent Residential Units Added for the Year - Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
Forecast	1,280	1,300	1,450	1,500	1,650
Actual	1,180	1,335	2,252	1,427	1,778

● Forecast ● Actual

Wastewater Equivalent Residential Units Added for the Year - Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
Forecast	1,040	1,080	1,160	1,280	1,350
Actual	1,093	1,172	2,053	1,263	1,552

● Forecast ● Actual

Maintain Triple-AAA Rating by Collecting All Earned Revenues

The Chesterfield Utilities Department has maintained a triple-AAA bond rating from each of the top three rating agencies, Fitch Ratings, Moody's Investors Services and Standard & Poor's. This is the highest rating achievable and recognizes the department for its leadership, financial achievements, affordable rates and historically solid financial position. Our ability in maintaining such esteem ratings is by ensuring we have effective and efficient processes in place to collect revenues from billings and other services in comparison to established targets for budgeted revenue projections, unaccounted for water and write-offs.
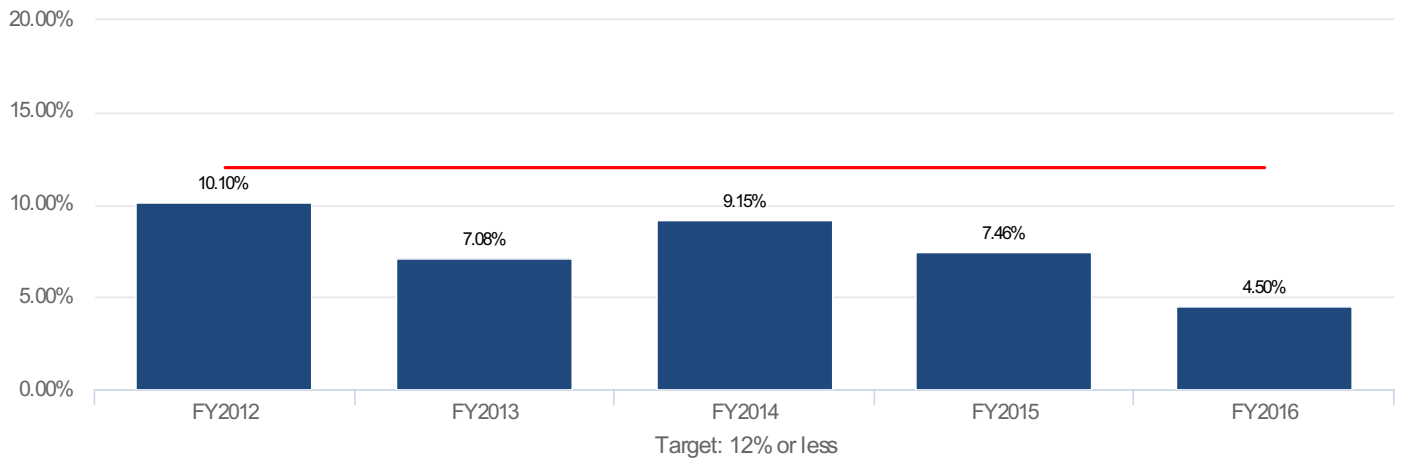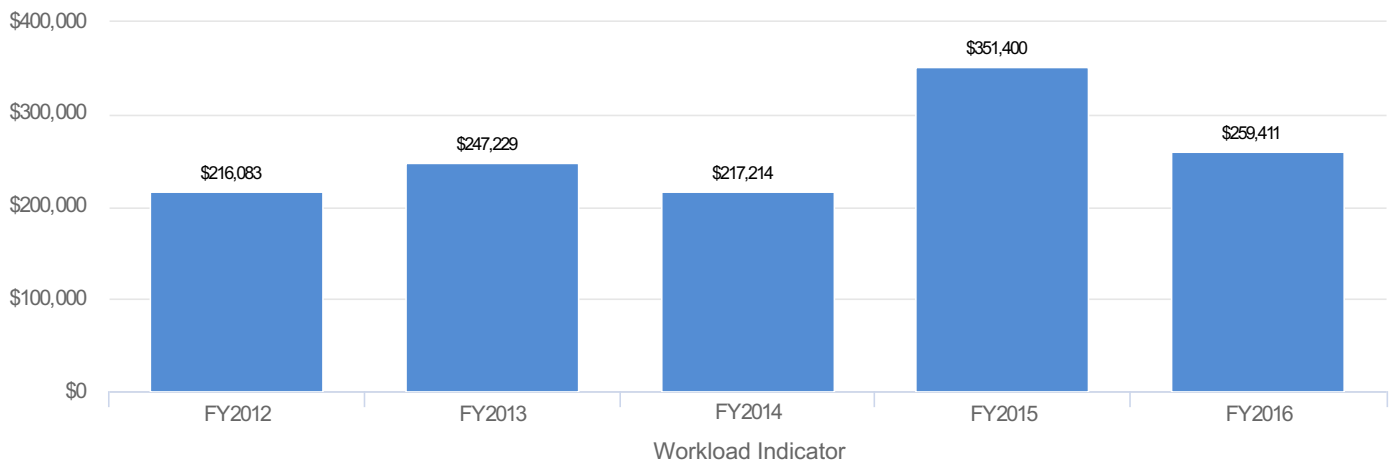
Percentage Budgeted Revenue Actually Received
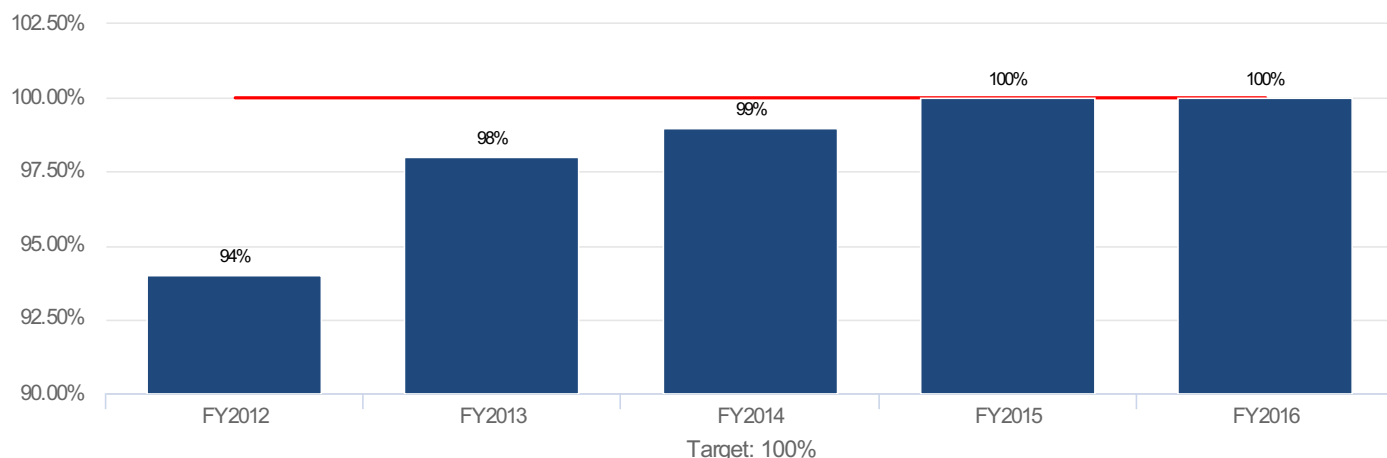
	FY2012	FY2013	FY2014	FY2015	FY2016
	94%	98%	99%	100%	100%

Target: 100%

Percentage of Write-offs to Billing-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	0.35%	0.36%	0.30%	0.46%	0.31%

Target: 0.22% or less

Percentage of Unaccounted for Water - Annual Average

Fiscal Year	Percentage
FY2012	10.10%
FY2013	7.08%
FY2014	9.15%
FY2015	7.46%
FY2016	4.50%

Target: 12% or less

Amount of Write-Offs - Annual Total

Fiscal Year	Amount
FY2012	$216,083
FY2013	$247,229
FY2014	$217,214
FY2015	$351,400
FY2016	$259,411

Workload Indicator
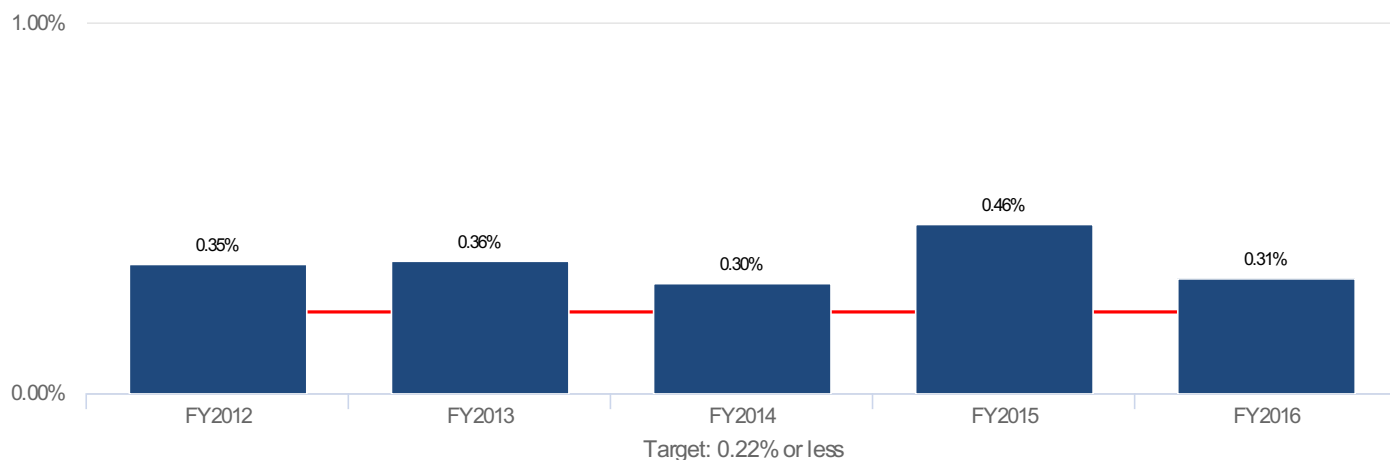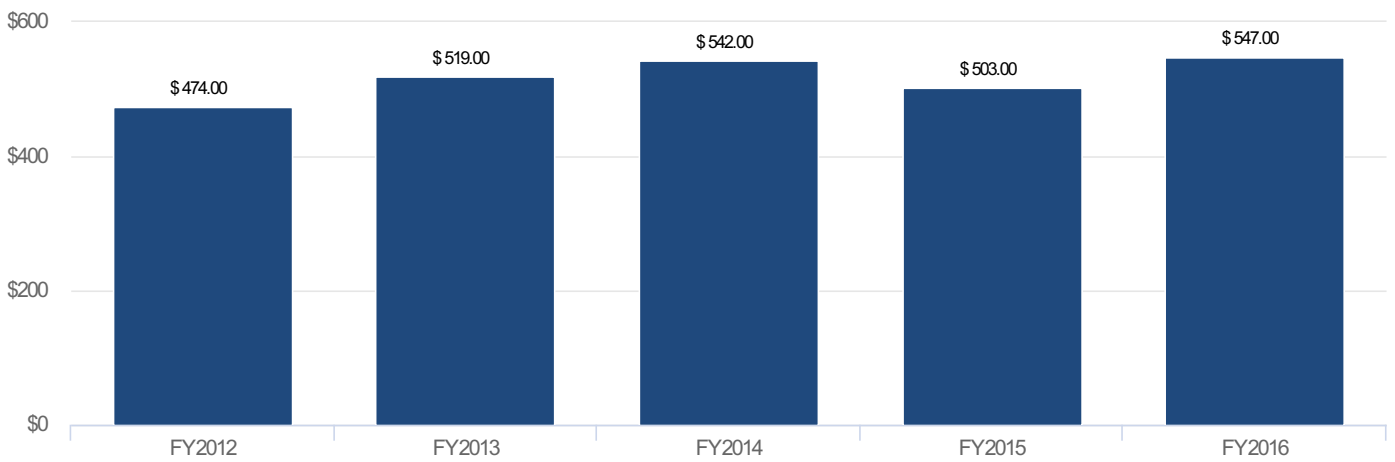
Perform Efficient Utilities Operations

Chesterfield County's Department of Utilities strives to operate and maintain our utility facilities as efficiently as possible to ensure competitive utility rates while providing water and wastewater service that is safe, reliable and environmentally sound. Progressive management and efficient department operations have enabled the department to become a recognized leader in Virginia as well as the nation. Performance measures have been established and are reviewed throughout the year to track how well we meet department goals that support efficient utility operations while meeting or exceeding the requirements and expectations of our customers, employees, county administration and regulatory agencies. The intermediate and support measures indicate that we continue to provide utility rates that are the lowest in the region, partially due to the lean number of staff relative to the number of active utility accounts.
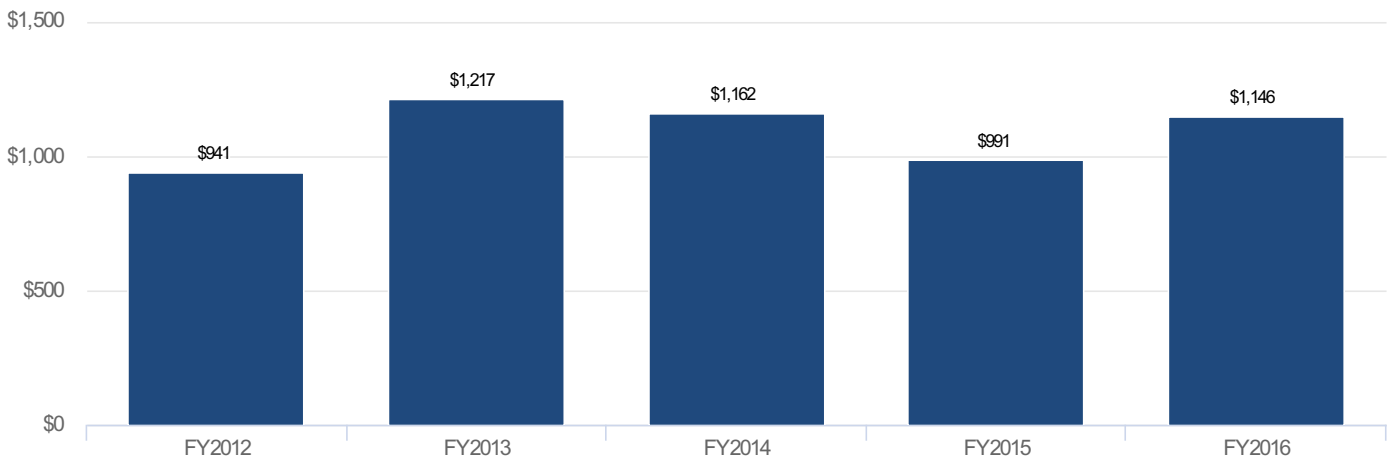
Number of Utility Accounts/Employee

Target: Water 556 or greater; Wastewater 625 or greater

● Water   ● Wastewater   — Target Water   — Target Wastewater

Benchmark Average Customers Bi-Monthly Bills in the Region

Target: Lowest between Henrico, Richmond, Hanover

● PETERSBURG   ● CHESTERFIELD   ● COLONIAL HEIGHTS   ● HENRICO   ● RICHMOND   ● HANOVER
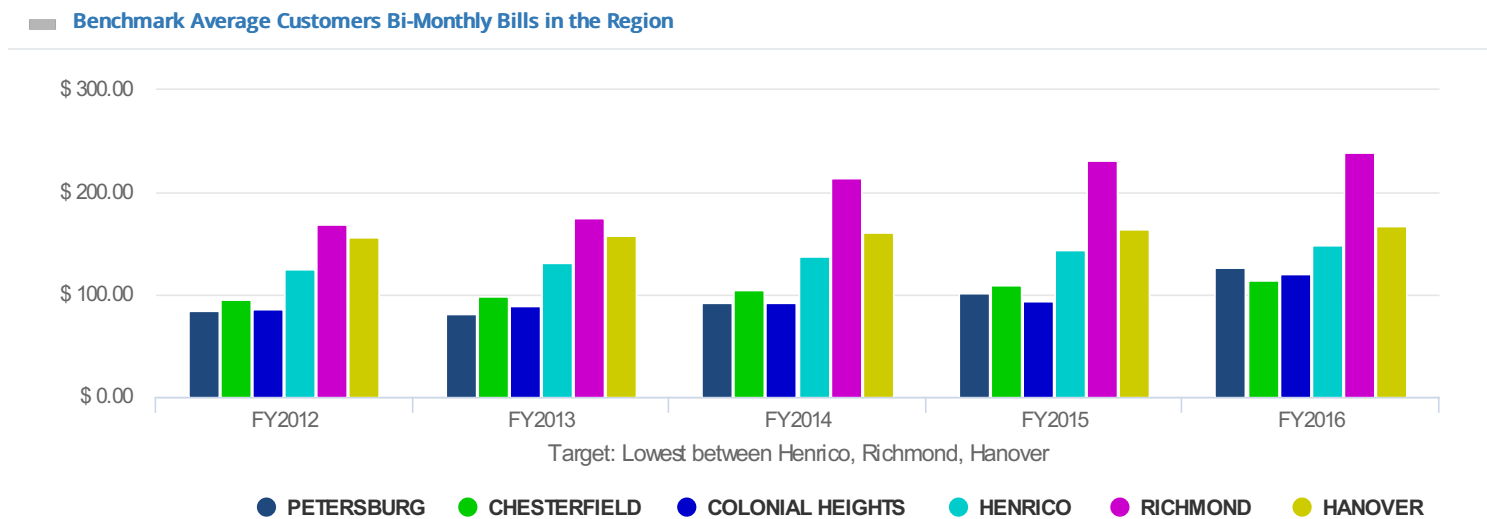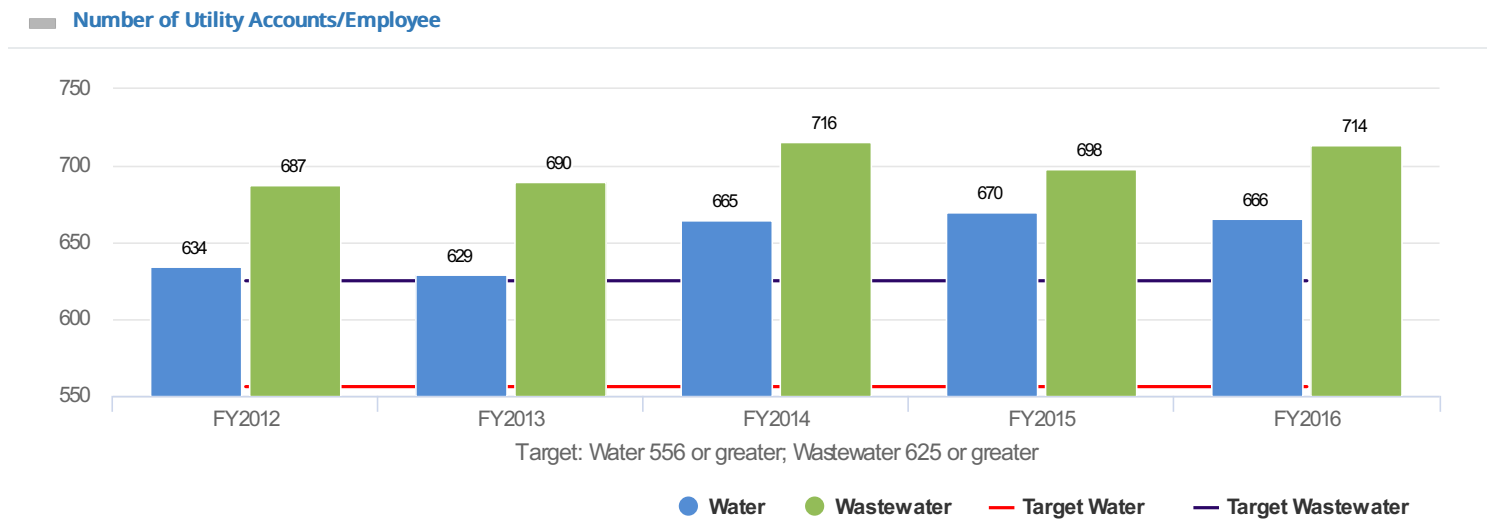
Benchmark Average Customer Bi-Monthly Bills in the Region - Fiscal Year 2016

Dollars

PETERSBURG	$126.75
CHESTERFIELD	$114.36
COLONIAL HEIGHTS	$120.44
HENRICO	$148.24
RICHMOND	$238.42
HANOVER	$166.69

FY2016

● PETERSBURG ● CHESTERFIELD ● COLONIAL HEIGHTS ● HENRICO ● RICHMOND ● HANOVER

Cost of Water Distribution Dollars/Million Gallons

FY2012	FY2013	FY2014	FY2015	FY2016
$474.00	$519.00	$542.00	$503.00	$547.00

Cost of Water Treatment Dollars/Million Gallons

FY2012	FY2013	FY2014	FY2015	FY2016
$941	$1,217	$1,162	$991	$1,146

Cost of Wastewater Collection Dollars/Million Gallons

FY2012	FY2013	FY2014	FY2015	FY2016
$484.00	$520.00	$528.00	$514.00	$454.00

Cost of Wastewater Treatment Dollars/Million Gallons

FY2012	FY2013	FY2014	FY2015	FY2016
$1,100.00	$1,159.00	$1,028.00	$1,096.00	$973.00

Error Rate in Physical Inventory-Annual Average

FY2012	FY2013	FY2014	FY2015	FY2016
0.003%	0.002%	0.003%	0.010%	0.110%

Target: 1% or less

Number of Companion Irrigation Meters Installed - Annual Total

Workload Indicator	FY2012	FY2013	FY2014	FY2015	FY2016
Value	357	319	279	322	361

Number of Full Services Installed - Annual Total

Workload Indicator	FY2012	FY2013	FY2014	FY2015	FY2016
Value	28	42	33	41	68

Number of Meters Installed - Annual Total

Workload Indicator	FY2012	FY2013	FY2014	FY2015	FY2016
Value	872	1,026	1,198	1,109	1,296

Goal 3: Excellent Customer Service

Performance Plan

Goal Definition

To meet and exceed customer expectations

Objectives

3.1 Assure all customers' needs are served in an expeditious, courteous, effective and prompt manner

3.2 Take full advantage of every customer's request for service opportunity by providing excellent response

3.3 Provide quality utility information services

Initiatives

1. Develop appropriate survey tools to gauge customer satisfaction in all areas that involve customer interaction.

2. Develop and implement tools that facilitate customer billing and payment processes, including utilizing advanced customer information system (CIS) technologies.

3. Develop and maintain public information tools such as the electronic data base, department website, informational brochures and other publications.

4. Inform our customers of significant events or developments through timely press releases and community meetings.

5. Take advantage (managers and supervisors) of every opportunity to instill our core values of quality water and wastewater services and excellent customer service to all department employees.
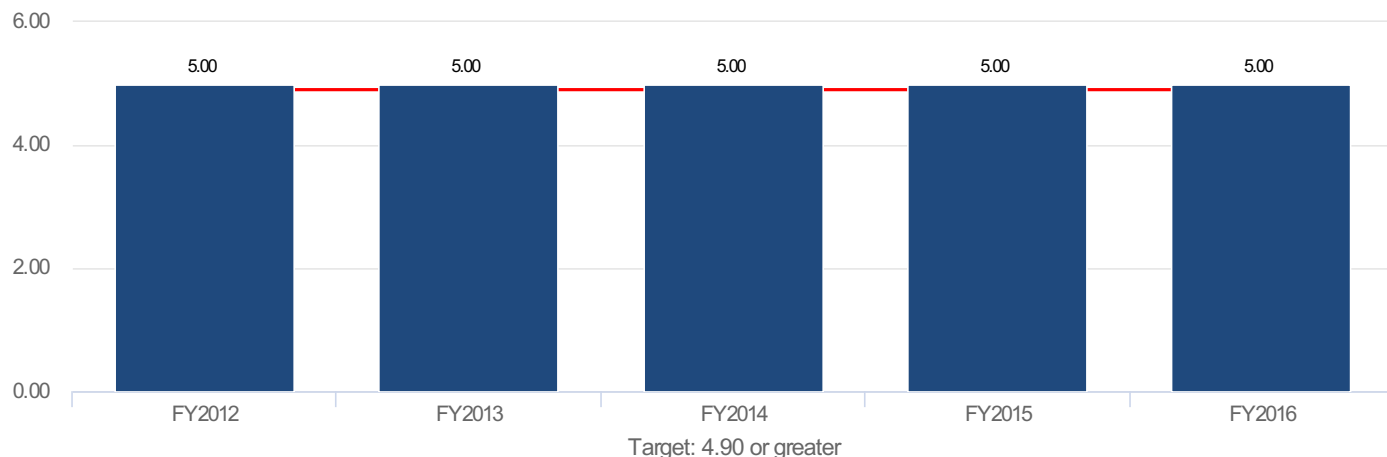
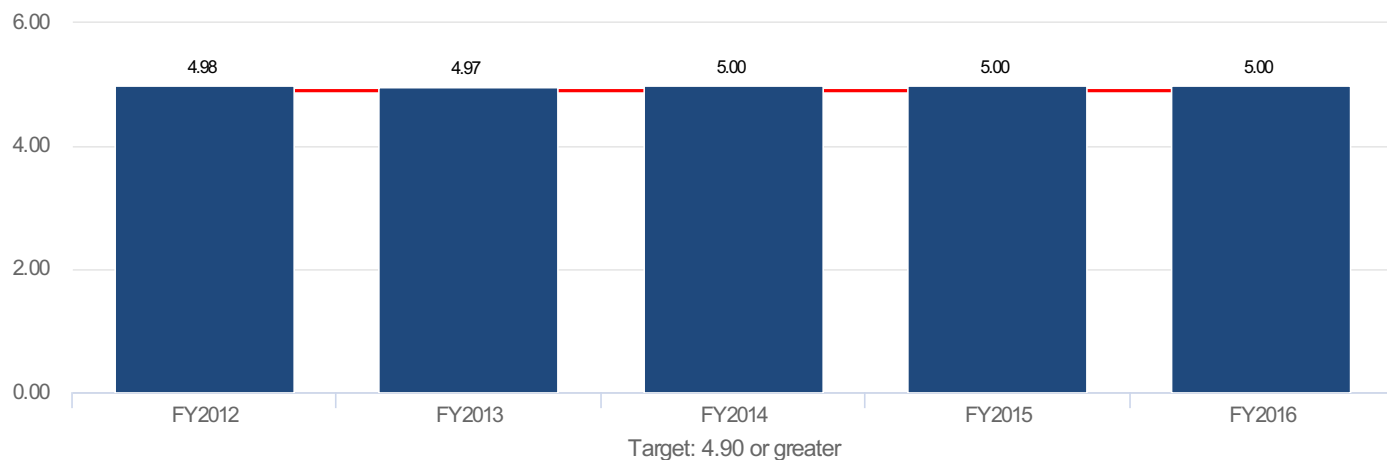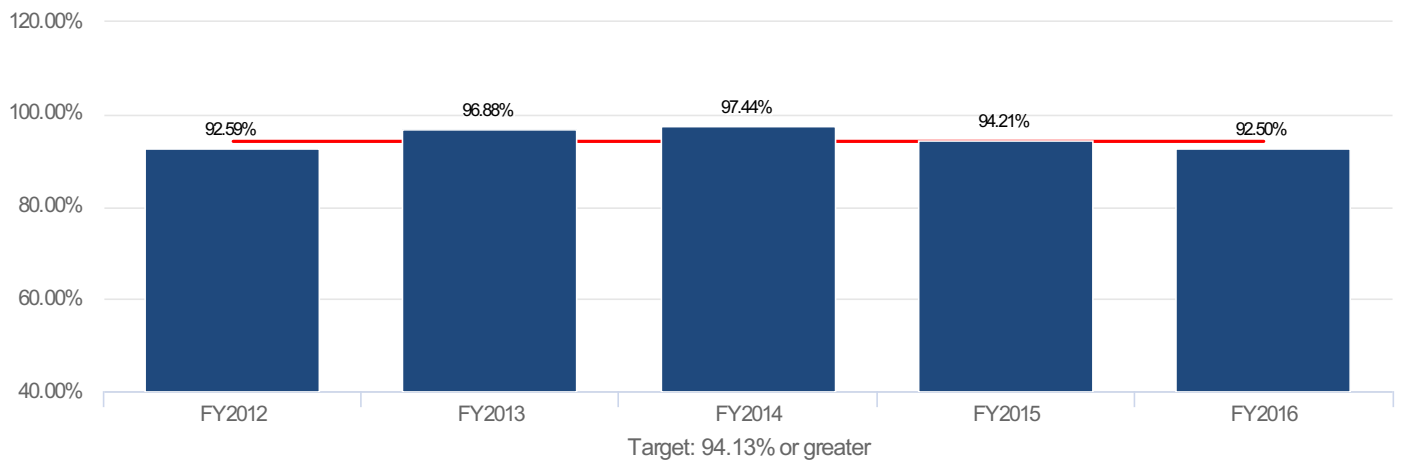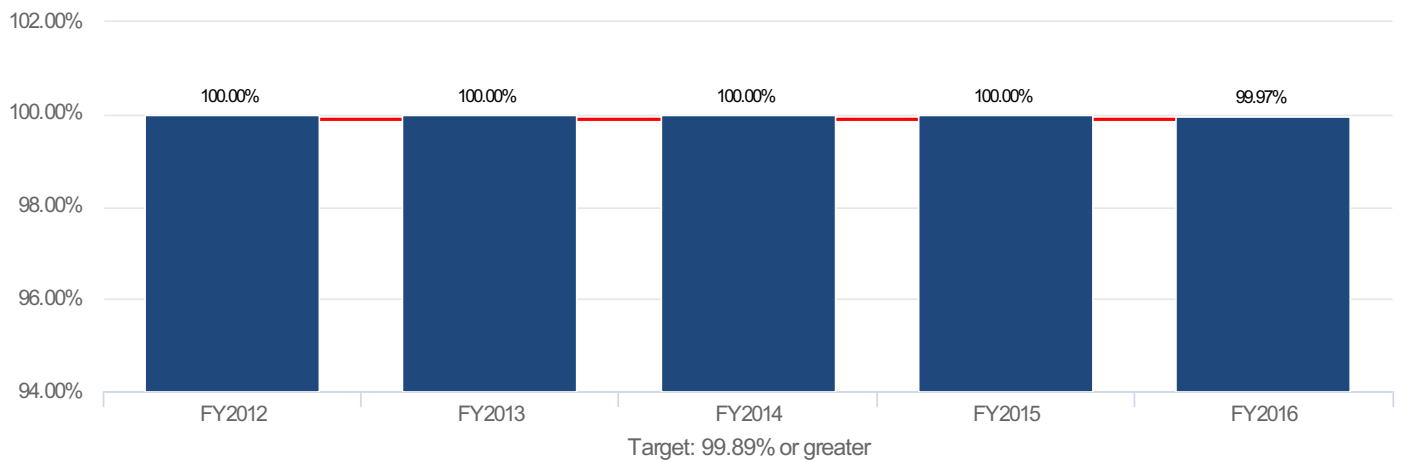| Outcome Measure: Primary measure for how well goal is met	Intermediate Measure: Leads to results shown for outcome measure	Support Measure: Workload indicators supporting Outcome and Intermediate measure
Excellent Service to Customers Seeking Information or Services Related to their Utility Account	Customer Service Survey Index-Billing/Customer Service-Annual Average Customer Service Index-New Construction-Annual Average Percentage of Customer Telephone Calls Answered by Billing/Customer Service-Annual Average Percentage of Customer Telephone Calls Answered - New Construction-Annual Average Percentage of Service Orders Worked Accurately-Annual Average Percentage of Water and Wastewater Applications Processed Accurately-Annual Average Percentage of Adjustments Posted Correctly-Annual Average	Number of Customers Completing Survey Cards - Billing/Customer Service-Annual Total Number of Customers Completing Customer Service Surveys - New Construction-Annual Total Number of Customer Telephone Calls Received - Billing/Customer Service-Annual Total Number of Customer Telephone Calls Received - New Construction-Annual Total Number of Service Orders Worked-Annual Total Number of New Water and Wastewater Accounts Applications Received-Annual Total Number of New Accounts for Water, Wastewater and Companion Irrigation Applications Received-Annual Total Number of Adjustments Posted to Customer Accounts-Annual Total
Excellent Service to Customers in the Development Community	Customer Service Survey Index Construction Inspection-Annual Average Percentage of As-builts Turned in Within Prescribed Timeframe-Annual Average Percent of Construction Plans Reviewed Within Prescribed Timeframe-Annual Average Percent of Zoning Cases and Tentative Subdivision Plans Reviewed Within Prescribed Timeframe-Annual Average Percentage of Subdivision Plats Reviewed Within Established Times-Annual Average Percentage of As-Builts Posted to Georgraphic Information System Within Prescribed Timeframe-Annual Average	Number of Projects 100 Percent Completed-Annual Total Number of Construction Plans Reviewed-Annual Total Number of Zoning Cases and Tentative Subdivision Plans Reviewed-Annual Total Number of Plats Received-Annual Total Number of Board of Supervisors Agenda Items-Annual Total Number of Agreements Recorded-Annual Total Number of Subdivision Plats Reviewed-Annual Total Number of As-Built Drawings Mapped-Annual Total Number of Responses to Water/Wastewater Locations-Engineering Data Management-Annual Total
Excellent Service to Customers Seeking Operations or Maintenance Services	Percent of Meters Installed on Time-Annual Average Percentage of Full Services Installed On Time-Annual Average Percentage of Companion Meters Installed on Time Average Response Time for Priority Calls, Water Distribution (Minutes)-Annual Average Average Response Time Wastewater Collections (Minutes)-Annual Average Customer Service Index-Addison/Evans Laboratory-Annual Average Customer Service Survey Index-Water Distribution-Annual Average Customer Service Survey Index Wastewater Collection-Annual Average	Number of Priority Calls (Water Distribution)-Annual Total Number of Priority Calls (Wastewater Collection)-Annual Total

Excellent service to customers seeking information or services related to their utility account

The Chesterfield Utilities Department strives to provide excellent service to all customers. Our Customer Operations Sections of Billing/Customer Service, New Construction and Field Services have a tremendous amount of customer contact on a daily basis. We have established measures that allow us to receive feedback from our customers and to determine the efficiency of our processes. We analyze the data and make improvements when needed. This continuous process improvement helps us in achieving our goal of meeting and exceeding customer expectations.

Customer Service Survey Index-Billing/Customer Service-Annual Average

Target: 4.90 or greater

Customer Service Index-New Construction-Annual Average

Target: 4.90 or greater

Percentage of Customer Telephone Calls Answered by Billing/Customer Service-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	92.59%	96.88%	97.44%	94.21%	92.50%

Target: 94.13% or greater

Percentage of Customer Telephone Calls Answered - New Construction-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	100.00%	100.00%	100.00%	100.00%	99.97%

Target: 99.89% or greater

Percentage of Service Orders Worked Accurately-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	100.000%	100.000%	100.000%	100.000%	100.000%

Target= 99.988% or greater

Percentage of Water and Wastewater Applications Processed Accurately-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	100.00%	100.00%	100.00%	100.00%	100.00%

Target: 99.87% or greater

Percentage of Adjustments Posted Correctly-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
	100.000%	100.000%	100.000%	100.000%	100.000%

Target: 99.996% or greater

Number of Customers Completing Survey Cards - Billing/Customer Service-Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
	56	90	10	10	0

Workload Indicator - No Customer Survey Cards Received in FY2016

Number of Customers Completing Customer Service Surveys - New Construction-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
41	43	25	8	11

Workload Indicator

Number of Customer Telephone Calls Received - Billing/Customer Service-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
87,747	81,766	82,525	93,353	94,079

Workload Indicator

Number of Customer Telephone Calls Received - New Construction-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
9,359	9,564	9,176	8,726	11,005

Workload Indicator

Number of Service Orders Worked-Annual Total

Chart showing Number of Service Orders Worked-Annual Total by fiscal year:
- FY2012: 27,400
- FY2013: 31,224
- FY2014: 29,095
- FY2015: 32,412
- FY2016: 35,156

Workload Indicator

Number of New Water and Wastewater Accounts Applications Received-Annual Total

Chart showing Number of New Water and Wastewater Accounts Applications Received-Annual Total by fiscal year:
- FY2012: 2,186
- FY2013: 2,045
- FY2014: 2,413
- FY2015: 2,255
- FY2016: 2,590

Workload Indicator

Number of New Accounts for Water, Wastewater and Companion Irrigation Applications Received-Annual Total

Chart showing Number of New Accounts for Water, Wastewater and Companion Irrigation Applications Received-Annual Total by fiscal year:
- FY2012: 2,555
- FY2013: 2,355
- FY2014: 2,671
- FY2015: 2,520
- FY2016: 2,934

Workload Indicator

Number of Adjustments Posted to Customer Accounts - Annual Total

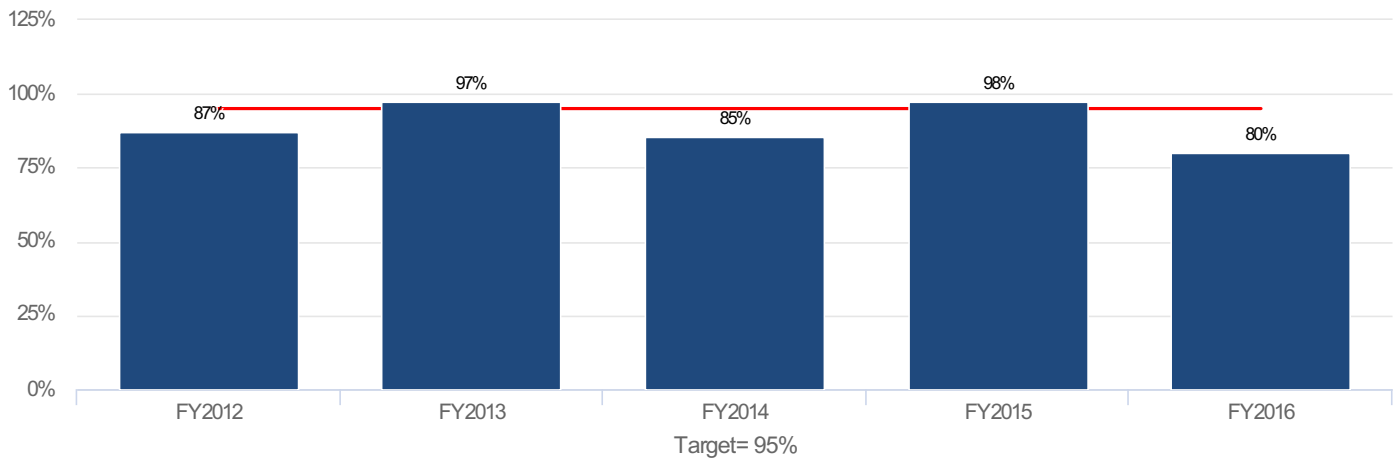|				
22,249	41,795	58,295	56,440	54,283
FY2012	FY2013	FY2014	FY2015	FY2016

Workload Indicator

Excellent Service to Customers in the Development Community

The Development and Right of Way Divisions of the Utilities Department strive to provide excellent service to all our customers. Our processes have timelines for completion and we solicit feedback from our customers and continually review our processes to improve efficiency. This continuous process improvement helps us to meet or exceed our customers' expectations.
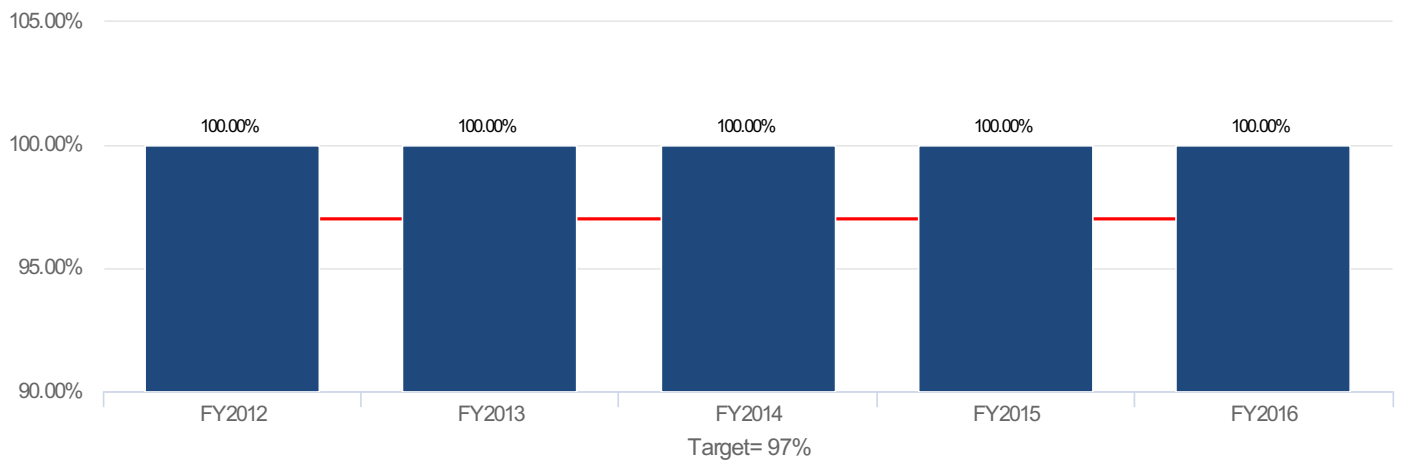
Customer Service Survey Index Construction Inspection-Annual Average

Target: 4.85 or greater

Percentage of As-builts Turned in Within Prescribed Timeframe-Annual Average

Target= 95%

Percent of Construction Plans Reviewed Within Prescribed Timeframe-Annual Average

FY	Value
FY2012	99.00%
FY2013	99.42%
FY2014	100.00%
FY2015	95.75%
FY2016	96.89%

Target= 95%

Percent of Zoning Cases and Tentative Subdivision Plans Reviewed Within Prescribed Timeframe-Annual Average

FY	Value
FY2012	100.00%
FY2013	100.00%
FY2014	100.00%
FY2015	100.00%
FY2016	100.00%

Target= 97%

Percentage of Subdivision Plats Reviewed Within Established Times-Annual Average

FY	Value
FY2012	100.00%
FY2013	100.00%
FY2014	95.00%
FY2015	97.00%
FY2016	100.00%

Target: 95%

Percentage of As-Builts Posted to Geographic Information System Within Prescribed Timeframe-Annual Average

FY2012	FY2013	FY2014	FY2015	FY2016
66.67%	100.00%	100.00%	98.83%	92.00%

Target = 95%

Number of Projects 100 Percent Completed-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
68	72	78	109	102

Workload Indicator

Number of Construction Plans Reviewed-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
217	344	358	382	402

Workload Indicator

Number of Zoning Cases and Tentative Subdivision Plans Reviewed-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
208	221	272	195	198

Workload Indicator

Number of Plats Received-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
1,033	875	907	2,344	2,183

Workload Indicator

Number of Board of Supervisors Agenda Items-Annual Total

FY2012	FY2013	FY2014	FY2015	FY2016
119	100	101	109	155

Workload Indicator

Number of Agreements Recorded-Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	496	336	437	456	579

Workload Indicator

Number of Subdivision Plats Reviewed-Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	14	34	124	114	100

Workload Indicator

Number of As-Built Drawings Mapped-Annual Total

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	67	96	85	124	128

Workload Indicator

Number of Responses to Water/Wastewater Locations-Engineering Data Management-Annual Total

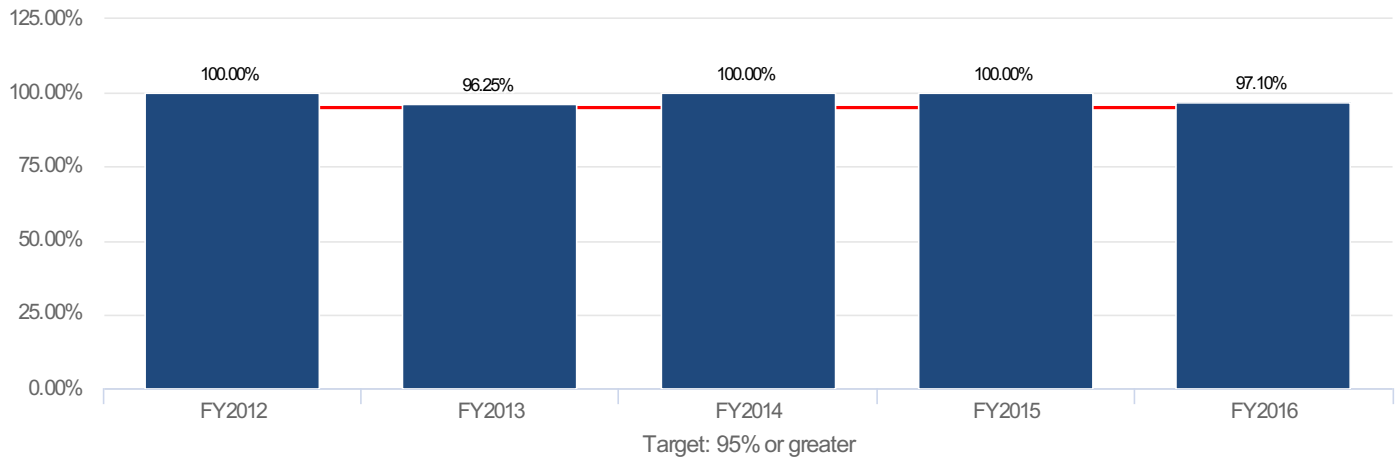| Workload Indicator	Value
FY2012	2,974
FY2013	3,650
FY2014	3,480
FY2015	4,372
FY2016	4,050

Excellent Service to Customers Seeking Operations and Maintenance Services

Chesterfield County's Department of Utilities' Operations and Maintenance sections strive to provide excellent service to all of our customers. Our field employees are the backbone of our operation and often are the first employees who make face to face contact with our customers. We take every opportunity to instill the department's core values of quality water and wastewater service and excellent customer service to all our employees. We have developed and regularly distribute customer service surveys when we have face to face contact with our customers. The intermediate customer service measures for fiscal year 2016 indicate that we are continuing to meet our customers' service needs. The intermediate performance measures for water and sewer response time to critical priority calls as well as the timeliness of service have met or exceeded all the targets for fiscal year 2016.
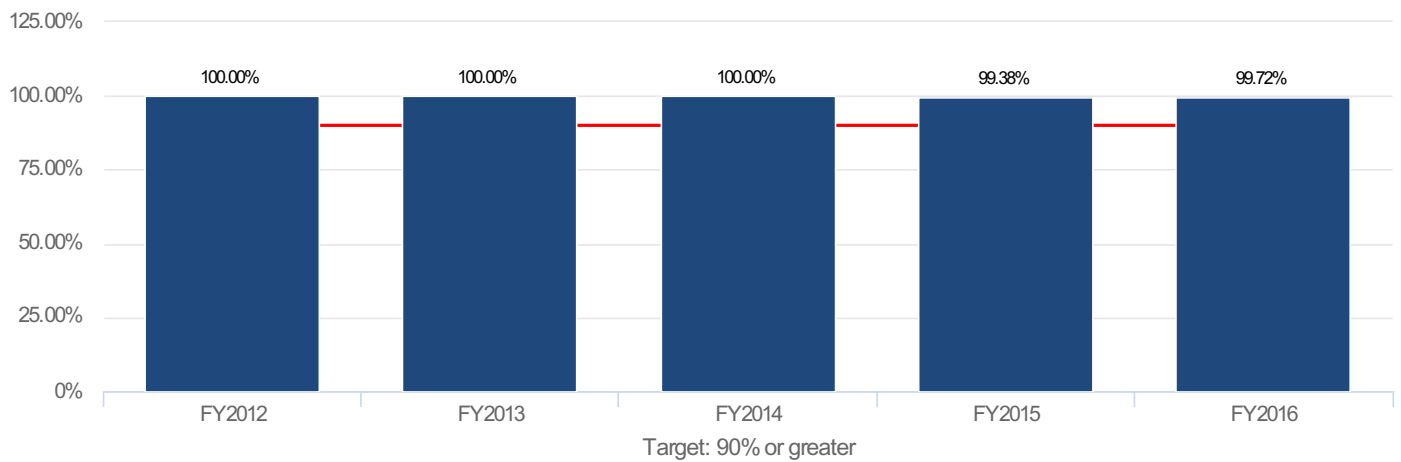
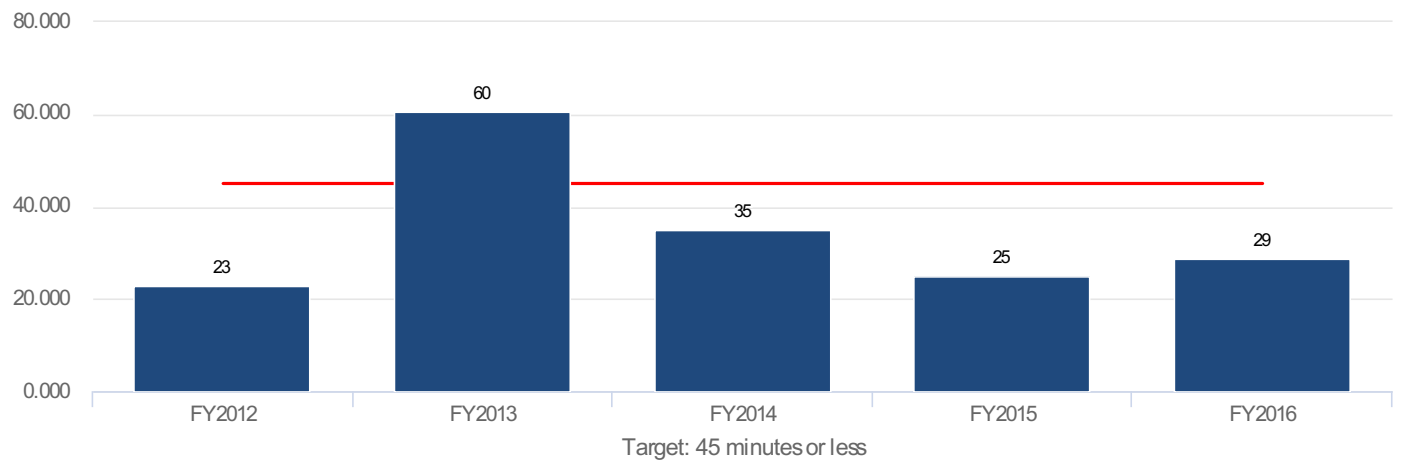### Percent of Meters Installed on Time-Annual Average

Target: 99% or greater

Percentage of Full Services Installed On Time-Annual Average

Target: 95% or greater

Percentage of Companion Meters Installed on Time-Annual Average

Target: 90% or greater

Average Response Time for Priority Calls, Water Distribution (Minutes)-Annual Average

Target: 45 minutes or less

Average Response Time Wastewater Collections (Minutes)-Annual Average

Target: 30 minutes or less

Customer Service Index-Addison/Evans Laboratory-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	4.70	4.90	5.00	5.00	4.70

Target: 4.7 or greater

Customer Service Survey Index-Water Distribution-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	4.86	4.93	4.93	4.93	4.92

Target: 4.85 or greater

Customer Service Survey Index Wastewater Collection-Annual Average

	FY2012	FY2013	FY2014	FY2015	FY2016
Value	5.00	5.00		5.00	5.00

Target: 4.85 or greater/No cards received in FY2014

Number of Priority Calls (Water Distribution)-Annual Total

Bar chart showing Number of Priority Calls (Water Distribution) by fiscal year:
- FY2012: 1,171
- FY2013: 613
- FY2014: 934
- FY2015: 1,101
- FY2016: 915

Workload Indicator

Number of Priority Calls (Wastewater Collection) -Annual Total

Bar chart showing Number of Priority Calls (Wastewater Collection) by fiscal year:
- FY2012: 252
- FY2013: 272
- FY2014: 240
- FY2015: 255
- FY2016: 307

Workload Indicator
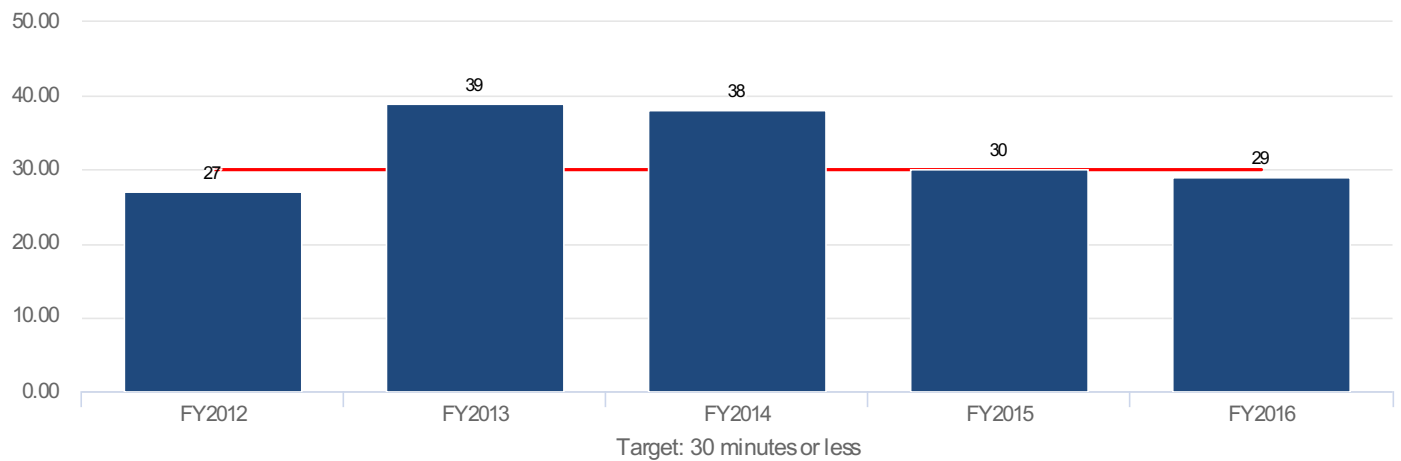
Goal 4: Excellent Workplace Environment

Performance Plan

Goal Definition

To create and maintain an excellent work environment to be the employer of choice

Objectives

4.1 Foster a high level of employee satisfaction, pride and well-being

4.2 Support continuous employee development

4.3 Ensure, to the extent possible, fair compensation for all employees

4.4 Continuously improve communications

Initiatives

1. Perform periodic evaluations of division and sectional staffing levels to make certain the organizational structure is optimized with respect to human resources.

2. Perform periodic evaluations of employee job duties and compensations to identify compression issues or other inequities with respect to salary.

3. Continually evaluate materials, supplies, and equipment related to the work environment to make certain all employees have the resources to perform their job duties.

4. Continually evaluate staff training needs and provide appropriate and sufficient budget resources.

5. Develop and maintain communication tools such as the Tripod Times, Pipeline and All-Staff meetings to enhance communications and foster team spirit.

6. Take advantage (managers and supervisors) of every opportunity to recognize exceptional employee or team performance situations with appropriate verbal or written recognitions, cash or non-cash rewards, team celebrations, recognition leave, etc.

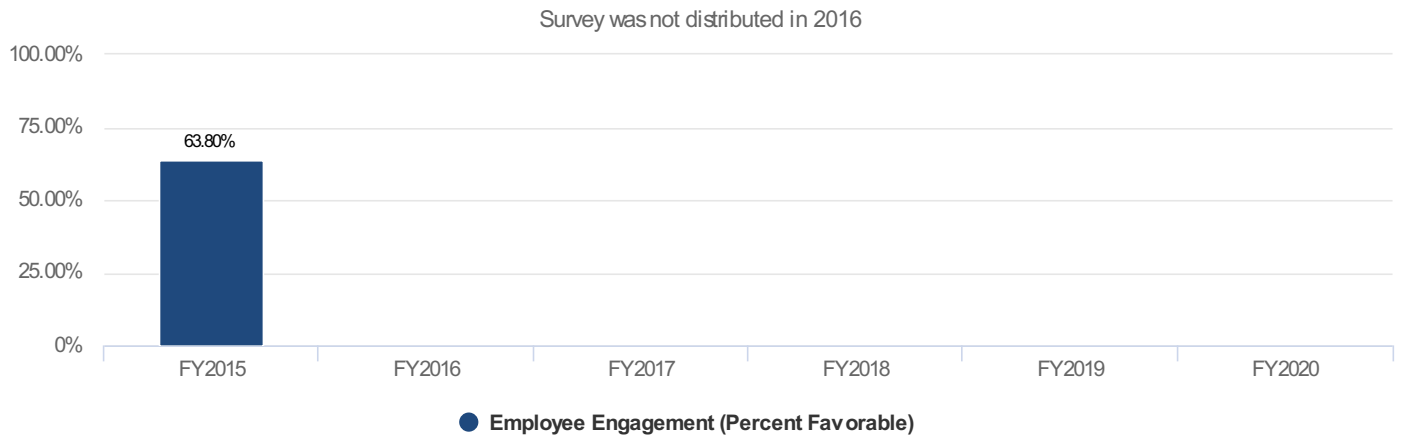| Outcome Measure: Primary measure for how well goal is met	Intermediate Measure: Leads to results shown for outcome measure	Support Measure: Workload indicators supporting Outcome and Intermediate measure
High Level of Employee Satisfaction	Employee Enablement-Annual Average Employee Engagement-Annual Average	Number of Classes Attended by Employees-Annual Total Number of Seminars Attended by Employees-Annual Total Number of Suggestions Received-Annual Total Number of Position Description Questionnaires Updated and Forwarded to HRM for Reclassification Upgrades-Annual Total Number of Cash and NonCash Awards Given-Annual Total
Improvements in Safety to Reduce Injuries	Annual Average Severity Rate-Annual Average Workers' Compensation Claims-Annual Total	Total Safety Training Hours-Annual Total Percentage Regulatory Required Training Hours Received-Annual Average

High Level of Employee Satisfaction

In the past, county employees have taken the Organizational Climate Assessment (OCA) every two years. In 2014, the survey was redesigned to measure how engaged and enabled employees are in their work. The new survey, called the Employee Engagement Survey, provides a tool for employees and management to make Chesterfield County a better place to work and serve our customers. Employee Enablement measures how well employees believe they have the tools, resources and support to do their job effectively and accomplish their goals. Employee Engagement measures an employee's emotional commitment to an organization by taking into account the amount of discretionary effort they are willing to extend on behalf of the organization. The Department of Utilities scores for engagement and enablement are relatively close, which is positive and means that our employee's level of engagement is supported by their experience in the work environment. The 2015 survey results indicate our employees feel enabled to act on their engagement.
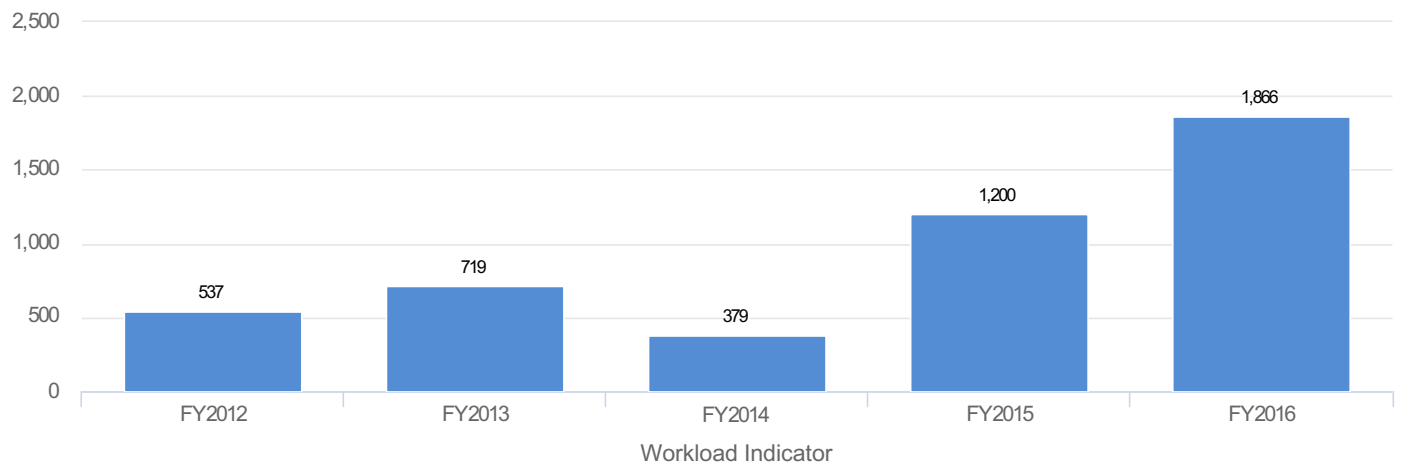
Employee Enablement Percent Favorable-Annual Average

Survey was not distributed in 2016

● **Employee Enablement (Percent Favorable)**
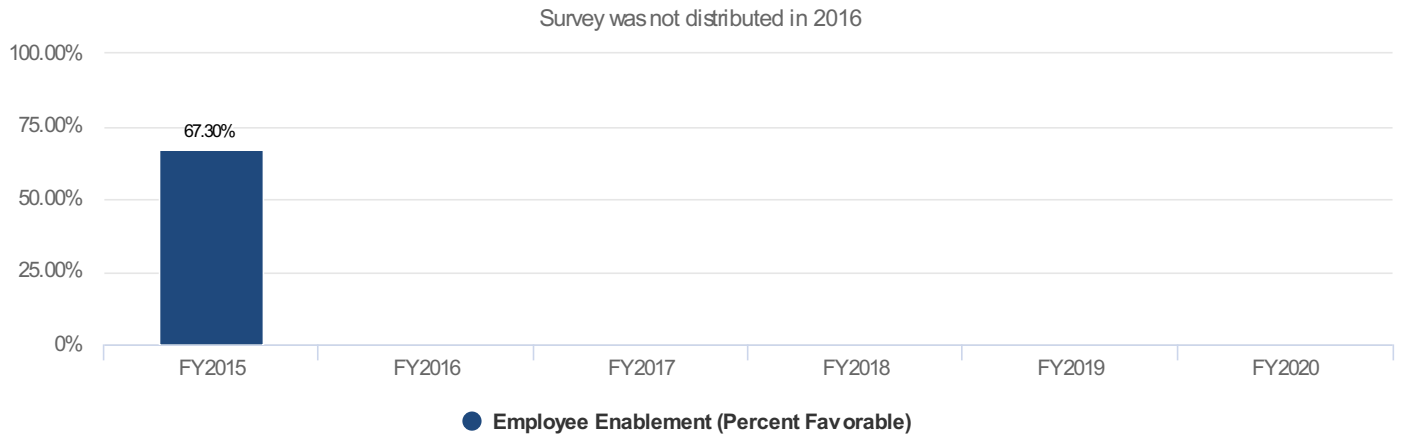
Employee Engagement (Percentage Favorable)-Annual Average

Survey was not distributed in 2016

● **Employee Engagement (Percent Favorable)**

Number of Classes Attended by Employees-Annual Total

Workload Indicator

Number of Seminars Attended by Employees-Annual Total

Bar chart showing annual totals by Workload Indicator:
- FY2012: 142
- FY2013: 106
- FY2014: 140
- FY2015: 108
- FY2016: 128

Y-axis: 0 to 200. X-axis label: Workload Indicator

Number of Suggestions Received-Annual Total

Bar chart showing annual totals:
- FY2012: 11
- FY2013: 15
- FY2014: 7
- FY2015: 4
- FY2016: 2

Y-axis: 0 to 30.

Number of Position Description Questionnaires Updated and Forwarded to HRM for Reclassification Upgrades-Annual Total

Bar chart showing annual totals by Workload Indicator:
- FY2012: 6
- FY2013: 3
- FY2014: 3
- FY2015: 15
- FY2016: 11

Y-axis: 0 to 20. X-axis label: Workload Indicator

Number of Cash and NonCash Awards Given-Annual Total

Bar chart showing Cash and Non-Cash awards by fiscal year:

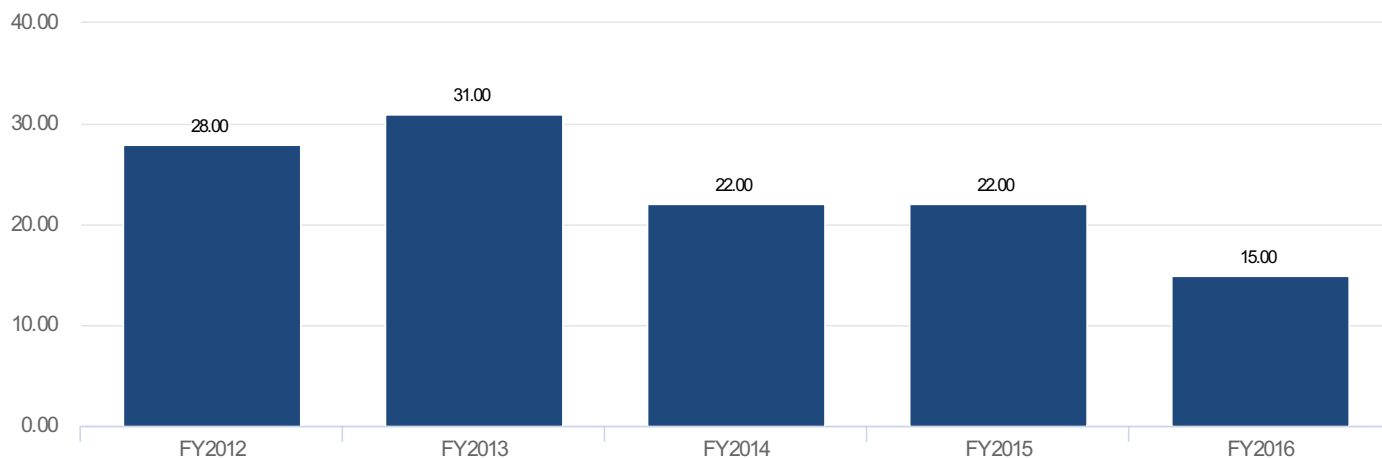|	FY2012	FY2013	FY2014	FY2015	FY2016
Cash	18	13	20	18	75
Non-Cash	16	11	36	40	225
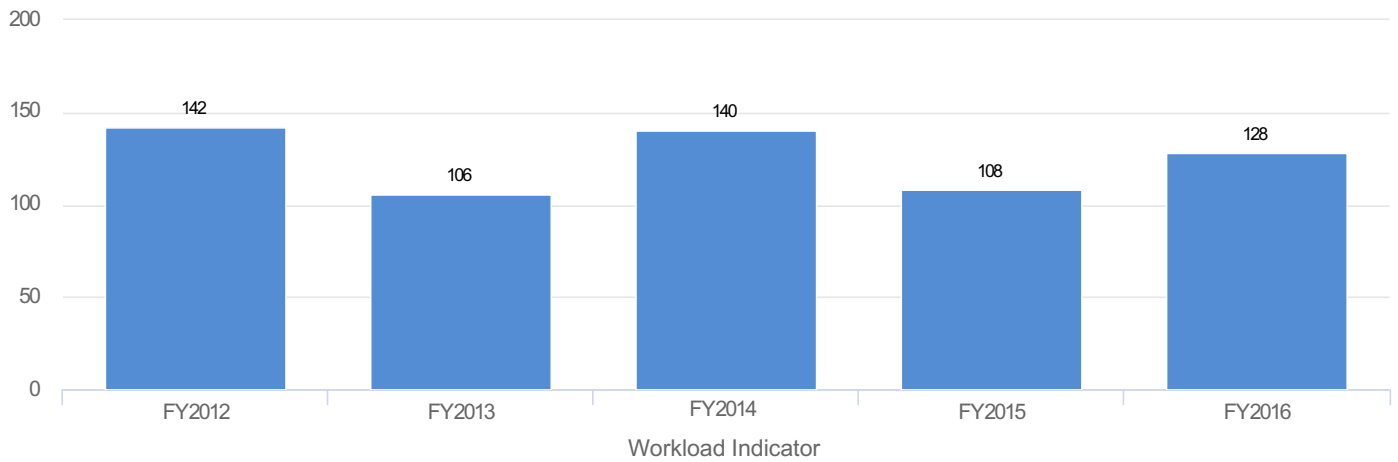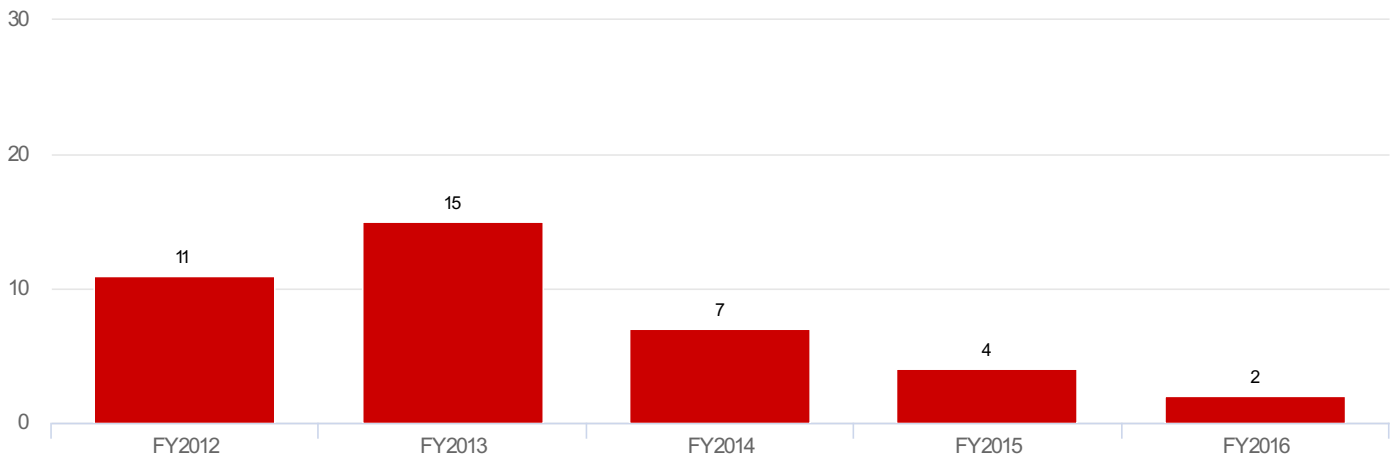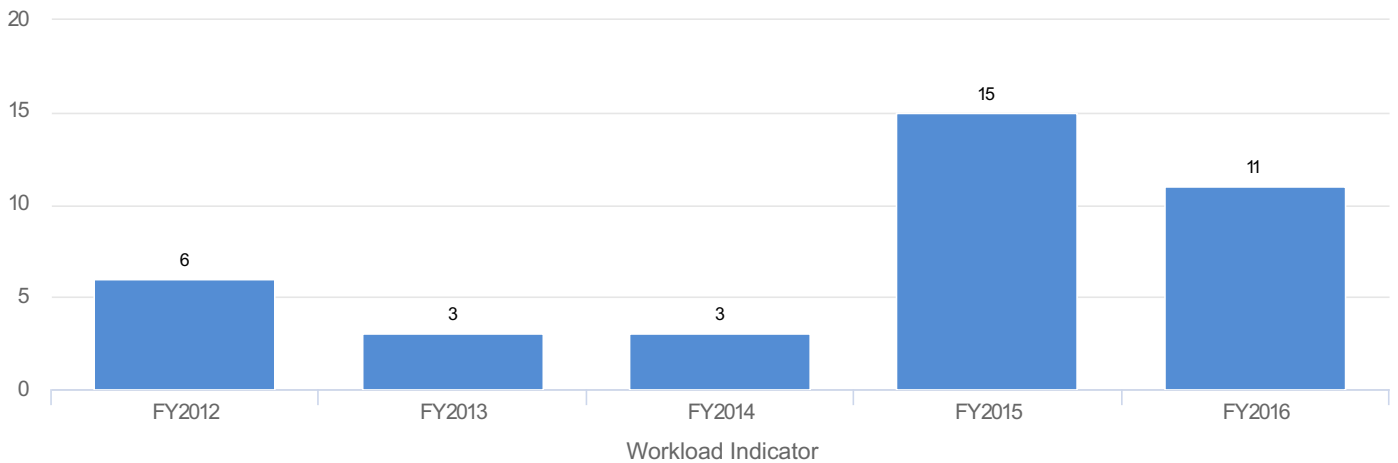
● Cash   ● Non-Cash
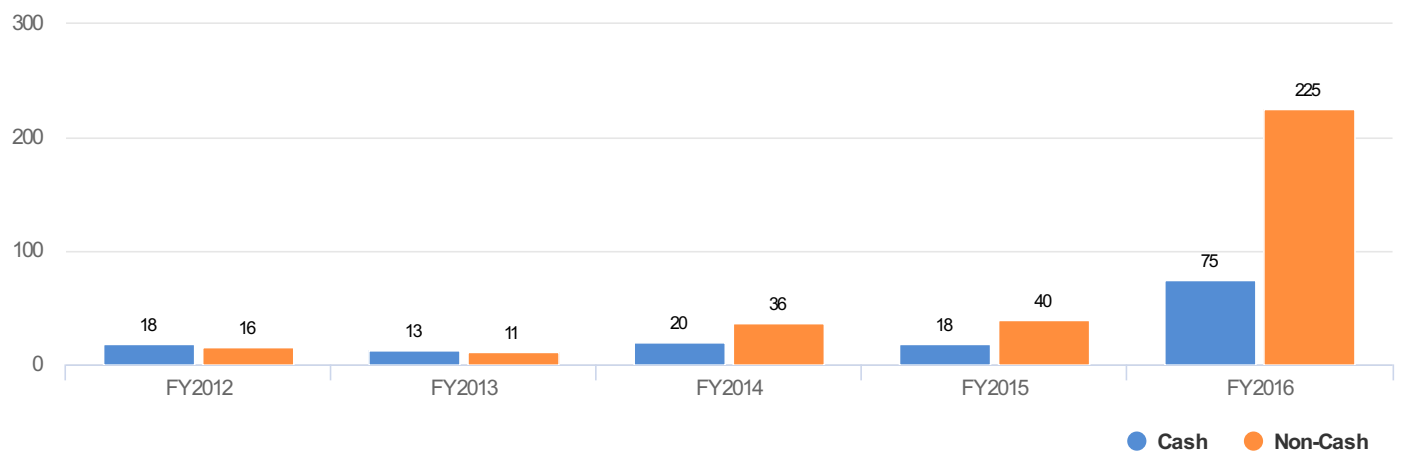
Improvements in Safety to Reduce Injuries

In support of Chesterfield County's Department of Utilities' Goal 4, Excellent Workplace Environment, we strive to provide a safe and productive work environment for all our employees. Our department tracks severity rate as a measure to monitor how effective our safety program is. The severity rate is calculated by multiplying the total hours of work lost or restricted,due to an incident by 200,000 divided by the total hours worked by all employees. Our safety program is a continuous proactive process of anticipating, identifying, designing, implementing and evaluating risk-reduction safety practices. In addition to the support provided by the Chesterfield County Risk Management Department, the Chesterfield County Utilities has a full-time Safety and Environmental Officer to ensure the department is implementing a safety management system to continuously meet our high standards of safety performance and reduce workplace injuries. The Safety and Environmental Officer provides all in-house training at the work site, coordinates additional safety training with Chesterfield County's Center for Organizational Excellence and recommends specific recognition for our employees who have demonstrated safe work practices.

Severity Rate-Annual Average

Fiscal Year	Severity Rate
FY2012	137.00
FY2013	398.00
FY2014	100.00
FY2015	199.00
FY2016	72.00

Workers' Compensation Claims-Annual Total

Fiscal Year	Claims
FY2012	28.00
FY2013	31.00
FY2014	22.00
FY2015	22.00
FY2016	15.00

Total Safety Training Hours-Annual Total

2,067	2,070	2,056	2,350	1,830
FY2012	FY2013	FY2014	FY2015	FY2016

Target: 2,000 or greater

Percentage Regulatory Required Training Hours Received - Annual Average

	97.00%	96.00%	99.00%	99.00%
FY2012	FY2013	FY2014	FY2015	FY2016

Target: 95% - Note: Data was not collected in FY2012